

FINANCIAL TIMES

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FT Weekend tomorrow
The twists and turns
of an operatic plot
in the Forbidden City



Consumer electronics
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boosts industry
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Greens - serious
contenders for first time
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European Pensions
Common challenges,
but no common market
Magazine



Mastering Marketing
A new 10-
part series
starts in next
Monday's FT

Clinton set to face claims of lying under oath

By Richard Wolfe in Washington

President Bill Clinton apologised for his conduct to his cabinet yesterday as Congress prepared to release today the Starr report into the sex and perjury scandal engulfing the White House.

The 446-page report by Kenneth Starr, the independent counsel investigating the president, is understood to set out charges that the president committed perjury, obstructed justice, tampered with witnesses and abused his presidential powers.

Republican leaders of the House of Representatives took steps to publish the report on the

The documents include a 280-page narrative detailing the affair between the president and Monica Lewinsky, the former White House worker, as well as a 140-page argument setting out grounds for impeachment.

The Dow Jones Industrial Average was hit by worries that Mr Clinton would resign or be impeached. An hour before the close, it was down about 240 points.

Democrats appeared split on how to proceed, with some arguing that publication should be delayed to allow Mr Clinton time to respond to its findings.

Speaking after a meeting of the Democratic caucus, Richard Gephardt, the Democrat leader in the House, urged Congress to pause before plunging into impeachment proceedings.

"I think we have all got to take a deep breath and we have got to be patient, even after the report comes out, and wait until the proper evidence is in front of us," he said. "This is not a process where we just go with whims or rumours or half-facts or innuendo."

His statesman-like tone was echoed by Newt Gingrich, the House speaker, who warned congressmen to restrain themselves and to protect the decorum of Congress by not using "language that is personally offensive toward the president."

President Clinton met his cabinet yesterday for the first time since January, when he had said there was no truth in the reports of his affair with Miss Lewinsky.

Madeline Albright, secretary of state, at that time led cabinet members in a public statement of confidence in Mr Clinton.



Ulster leaders end taboo to meet and 'do business'

David Trimble, Northern Ireland's first minister, broke a longstanding unionist taboo when he met Gerry Adams (left), the Sinn Féin president, one to one for the first time. The historic

encounter, which took place in a small, first floor room in the west Stormont parliament building, was described by Mr Trimble as "civilised" although he said they had not shaken hands. Echoing

Margaret Thatcher's description of Mikhail Gorbachev, Mr Adams described Mr Trimble as "a man who I can do business with". Report, Page 12
Pictures: Reuters/PA

Yeltsin names Primakov as compromise choice for PM

By Our International Staff

President Boris Yeltsin yesterday tried to break out of Russia's damaging political impasse by nominating Yevgeny Primakov, the acting foreign minister and former spy-master, as his prime ministerial candidate.

The Duma, the lower house of Russia's parliament, welcomed Mr Yeltsin's compromise move and said it would vote on Mr Primakov's nomination today.

The move appreciated against the dollar yesterday, rising to Rbl12.87 from Rbl15.77. However, Hermes, the German export credit agency, said Russia had delayed payment for the first time on its sovereign debt obligations to Germany. Vladimir Potanin, one of the country's leading businessmen and a former deputy prime minister, predicted Russia would also soon default on its recently restructured London Club debt. He said

that no matter what policies the government adopts, in the short term the economy was likely to deteriorate further.

Victor Chernomyrdin, twice rejected as a prime ministerial nominee by parliament, yesterday withdrew his candidacy, warning that the Communists were trying to stage a "creeping coup", which would lead to Mr Yeltsin's removal.

Mr Primakov, 58, is a former candidate member of the Soviet politburo and former head of the Russian spy service, Gennady Zyuganov, leader of Russia's Communist party, the biggest parliamentary faction, said Mr Yeltsin had made a rational choice with Mr Primakov. Liberal and centrist parties also said they would back him.

Mr Primakov's nomination is almost certain to end a conflict between the Kremlin and the Duma, which had threatened to force the dissolution of the legis-

lature and pre-term elections. Mr Primakov commands cross-party support because he is viewed as a political heavy-weight but he has no clear economic policy or party affiliation.

Russian news agencies said Yuri Maslennikov, a leading Communist MP and the former head of Gosplan, the Soviet planning agency, might be given a prominent economic role in Mr Primakov's new cabinet. Communist leaders and Russian bankers said Victor Geraschenko, a former central bank chairman known for his loose monetary policy, was likely to chair the central bank.

Reporting by John Thornhill, Chrystia Freeland and Arkady Ostrovsky in Moscow and Graham Bowley in Frankfurt

Russia delays German debt, Page 2
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WORLD NEWS

Iran to send 80,000 troops to border with Afghanistan

Up to 80,000 Iranian troops were preparing for military manoeuvres along Iran's border with Afghanistan amid renewed tension after the discovery of the bodies of nine Iranian diplomats killed last month by Taliban forces. Page 4

Bosnia efforts face poll test
International efforts to rebuild Bosnia face a crucial test in elections this weekend, focusing on defeating the nationalists in the Serb-controlled entity. Page 2

Leap in US current account deficit
The current account deficit, the broadest measure of US trade performance, leapt 21 per cent during the second quarter as the Asian economic crisis continued to hit exports. Page 5

Warning to Angolan factions
UN secretary-general Kofi Annan warned that UN observers could withdraw from Angola unless the government and UNITA rebels agree to stop fighting. Page 4

Euro zone divergence highlighted
Economic divergences between countries in the euro zone were highlighted when Ireland reported its highest rate of inflation in six years and Germany its lowest since unification. Page 3

European Union accord ratified
The European Union and Vietnam ratified an agreement liberalising trade in textiles and clothing during 1998-2000. Page 4

Rights groups target Chiquita
US and European human rights and environmental groups urged Chiquita Brands to meet banana workers about alleged abuses on plantations.

Chinese ultimatum on Spratlys
China demanded that Vietnam immediately withdraw from disputed territory in the Spratly Islands in the South China Sea.

Mafia tears in Corsica
A French parliamentary commission said Mafia-like crime was on the rise in Corsica at a time when it was falling in Sicily.

Kosovo sanction in disarray
An EU ban on flights by Yugoslav airlines to punish Belgrade for its policy in Kosovo was in disarray after Britain said it would not apply the sanction for a year.

Bell recaptured after four months
Police recaptured Licio Gelli, sentenced to 12 years in jail for fraud linked to the 1982 collapse of Banco Ambrosiano, after more than four months on the run. Page 4

Israeli aircraft hit Hizbollah
Israeli aircraft launched a series of raids on suspected Hizbollah guerrilla targets in Lebanon after the group killed four Israeli-backed militiamen with a road-side bomb.

Fossett and Branson team up
US balloonist Steve Fossett, who crashed into the South Pacific last month, will join British businessman Richard Branson in a joint bid to make the first round-the-world balloon flight.

BUSINESS NEWS

Deutsche Bank chairman points to more mergers

Deutsche Bank chairman Rolf Breuer said banks in Germany, France and Italy faced "massive consolidation" as the pressures of globalisation, the euro and electronic and internet banking forced them to combine in more competitive units. Page 14

Paribas, the French bank, announced first-half net income of FF4.21bn (\$728m), up 25 per cent from the same period last year, while profits at Banque Nationale de Paris were up 25.6 per cent at FF3.99bn and Crédit Commercial de France rose 39.2 per cent to FF1.12bn. Page 14

Volkswagen's Audi division pledged to preserve the independence of Cosworth, following completion of the UK engineering consultancy's sale by Vickers to the German group for £117m (\$195m). Page 14

Globalstar Telecommunications, the US telecoms satellite operator, saw its share price drop by 43 per cent in early trading when a rocket carrying 12 of its satellites crashed after launch in Kazakhstan. Page 12

KBC, the new Belgian banking and insurance giant, played down prospects for an alliance with Rabobank but said there had been contacts over possible co-operation with its fund management arm, Robeco. Page 14

Olivetti stepped up its challenge to Telecom Italia's dominant position in the sector by launching a rival fixed-line service for the residential market two years before schedule. Page 14

Fund management associations from six European countries have written to Mario Monti, the single market commissioner, backing the relaxation of pension fund investment restrictions. Page 2

Union Fenessa, the Spanish energy group, and US company Constellation Power have agreed to pay more than \$300m for stakes in three electricity distribution companies in Panama. Page 16

Greece's finance ministry announced the launch of privatisation bonds, convertible into shares in state-owned companies to be floated next year. Page 3

Promodès, the French retailer, reported a 17.6 per cent increase from FF528m to FF621m (\$107m) in first half net attributable profits. Page 14

Skoda Auto, the Czech carmaker 70 per cent owned by Volkswagen, plans to build a \$450m engine plant. Page 4

Volvo says it expects to raise margins in truck, bus and other non-car businesses by up to two percentage points. Page 14

Euro Prices

A comprehensive statistical guide to the euro currency zone, covering foreign exchange, bond and equity markets. Page 19

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Internet this afternoon. Mr Clinton

is expected to be accused of lying under oath, both in his evidence in the Paula Jones sexual harassment lawsuit as well as in his testimony before Mr Starr's grand jury last month. He also

faces the prospect of charges that he used government staff to lie on his behalf and conduct legal battles to block the independent counsel's inquiries.

Henry Hyde, the chairman of the judiciary committee which would prepare any impeachment proceedings, said three sections of documents - among two sets of 18 boxes delivered yesterday - were ready for "quick dissemination". However, the report will not be published until after a full House vote, expected later today.

Brazil shares fall as investors seek refuge in dollars

By Jonathan Wheatley in São Paulo and Ken Warn in Buenos Aires

Brazilian stocks suffered heavy losses yesterday on fears that government measures to bolster confidence had failed to stem a flood of dollars from the country.

The sense of alarm on financial markets has risen with indications that Brazilian investors are increasingly selling the Brazilian currency for US dollars.

Circuit-breakers were activated in São Paulo and Rio de Janeiro after stocks fell 10 per cent in

7 per cent in early afternoon trading.

"This is panic-selling," said Christopher Ecclestone of brokers Interacciones. "It's a stampede by foreign investors who think Brazil will devalue and Argentina will get sucked in. Many investors aren't really aware of Argentina's strong economic fundamentals at all. They are not differentiating between the two markets."

Mexican stocks fell about 5 per cent early in yesterday's session. The Mexican peso also came under heavy selling pressure, losing about 2 per cent of its value against the dollar.

In Brazil, further concerns were raised by figures showing a deterioration in public accounts during the first half of the year and by signs that the central bank may be preparing for a further rise in interest rates. On Tuesday, the prime lending rate was 16 per cent a year to 28.75 per cent.

"Some money, such as company profits, can leave the country without causing much concern," said an economist at a foreign bank in São Paulo. "But when the outflow becomes capital flight, which we saw last week and this week too, then we have to expect new measures, either higher interest rates or some kind of capital constraints."

The government has ruled out measures such as capital constraints but says it will do whatever necessary to protect the currency.

Fresh tremors hit markets, Page 13
Bank shares fall, Page 16
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WORLD MARKETS

STOCK MARKET INDICES	
New York: Dow Jones	7,558.58 (+256.54)
NASDAQ Composite	1,377.40 (+31.06)
Europe and Far East	
UK: FTSE 100	5,599.35 (+172.70)
Germany: DAX	4,147.35 (+295.54)
France: CAC 40	5,136.5 (-174.7)
Japan: Nikkei 225	14,698.03 (+29.51)
BOND MARKET RATES	
3-month Treasury Bill: US	4.81%
Long bond: US	1043
Yield	5.22%
OTHER RATES	
US 3-year interest rate	7.2%
US 10-year rate	7.2%
France 10-year rate	10.4%
Germany 10-year rate	10.4%
Japan 10-year rate	11.4%
WORTH USA OIL (per barrel)	\$12.85
Brent Oil	\$12.45

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Index	100-300	Index	300-400	Index	400-500
100-300	100-300	300-400	300-400	400-500	400-500
300-400	300-400	400-500	400-500	500-600	500-600
500-600	500-600	600-700	600-700	700-800	700-800
800-900	800-900	900-1000	900-1000	1000-1100	1000-1100
1100-1200	1100-1200	1200-1300	1200-1300	1300-1400	1300-1400
1400-1500	1400-1500	1500-1600	1500-1600	1600-1700	1600-1700
1700-1800	1700-1800	1800-1900	1800-1900	1900-2000	1900-2000
2000-2100	2000-2100	2100-2200	2100-2200	2200-2300	2200-2300
2300-2400	2300-2400	2400-2500	2400-2500	2500-2600	2500-2600
2600-2700	2600-2700	2700-2800	2700-2800	2800-2900	2800-2900
2900-3000	2900-3000	3000-3100	3000-3100	3100-3200	3100-3200
3200-3300	3200-3300	3300-3400	3300-3400	3400-3500	3400-3500
3500-3600	3500-3600	3600-3700	3600-3700	3700-3800	3700-3800
3800-3900	3800-3900	3900-4000	3900-4000	4000-4100	4000-4100
4100-4200	4100-4200	4200-4300	4200-4300	4300-4400	4300-4400
4400-4500	4400-4500	4500-4600	4500-4600	4600-4700	4600-4700
4700-4800	4700-4800	4800-4900	4800-4900	4900-5000	4900-5000
5000-5100	5000-5100	5100-5200	5100-5200	5200-5300	5200-5300
5300-5400	5300-5400	5400-5500	5400-5500	5500-5600	5500-5600
5600-5700	5600-5700	5700-5800	5700-5800	5800-5900	5800-5900
5900-6000	5900-6000	6000-6100	6000-6100	6100-6200	6100-6200
6200-6300	6200-6300	6300-6400	6300-6400	6400-6500	6400-6500
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6800-6900	6800-6900	6900-7000	6900-7000	7000-7100	7000-7100
7100-7200	7100-7200	7200-7300	7200-7300	7300-7400	7300-7400
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7700-7800	7700-7800	7800-7900	7800-7900	7900-8000	7900-8000
8000-8100	8000-8100	8100-8200	8100-8200	8200-8300	8200-8300
8300-8400	8300-8400	8400-8500	8400-8500	8500-8600	8500-8600
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10100-10200	10100-10200	10200-10300	10200-10300	10300-10400	10300-10400
10400-10500	10400-10500	10500-10600	10500-10600	10600-10700	10600-10700
10700-10800	10700-10800	10800-10900	10800-10900	10900-11000	10900-11000
11000-11100	11000-11100	11100-11200	11100-11200	11200-11300	11200-11300
11300-11400	11300-11400	11400-11500	11400-11500	11500-11600	11500-11600
11600-11700	11600-11700	11700-11800	11700-11800	11800-11900	11800-11900
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12200-12300	12200-12300	12300-12400	12300-12400	12400-12500	12400-12500
12500-12600	12500-12600	12600-12700	12600-12700	12700-12800	12700-12800
12800-12900	12800-12900	12900-13000	12900-13000	13000-13100	13000-13100
13100-13200	13100-13200	13200-13300	13200-13300	13300-13400	13300-13400
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14300-14400	14300-14400	14400-14500	14400-14500	14500-14600	14500-14600
14600-14700	14600-14700	14700-14800	14700-14800	14800-14900	14800-14900
14900-15000	14900-15000	15000-15100	15000-15100	15100-15200	15100-15200
15200-15300	15200-15300	15300-15400	15300-15400	15400-15500	15400-15500
15500-15600	15500-15600	15600-15700	15600-15700	15700-15800	15700-15800
15800-15900	15800-15900	15900-16000	15900-16000	16000-16100	16000-16100
16100-16200	16100-16200	16200-16300	16200-16300	16300-16400	16300-16400
16400-16500	16400-16500	16500-16600	16500-16600	16600-16700	16600-16700
16700-16800	16700-16800	16800-16900	16800-16900	16900-17000	16900-17000
17000-17100	17000-17100	17100-17200	17100-17200	17200-17300	17200-173

BANCO AMBROSIANO GOVERNMENT RELIEVED BY GELLI RECAPTURE

Joint operation nets Italian fugitive

By James Bütz in Rome

Licio Gelli, one of Italy's most wanted fugitives, was yesterday recaptured in Cannes by French and Italian police after an escape that had seriously damaged the morale of Romano Prodi's government.

In a year which has seen a string of spectacular failures by Italian police and justice officials, government ministers congratulated the French and Italian police for apprehending Gelli, one of the central figures in the 1982 collapse of Banco Ambrosiano, once the largest privately owned Italian banking group.

In April Italy's supreme court confirmed that the 79-year-old Gelli, the former grandmaster of the P2 masonic lodge, should be sentenced to 12 years' imprisonment for fraud connected to the collapse of the bank. The next month authorities admitted they had lost track of the criminal after he failed to turn up at a police station in his home town of Arezzo.

After the recapture, Mr Prodi's prime minister, was quick to express "relief and satisfaction for an operation that has closed a serious wound in the authority and credibility of the state".

Gelli has long been deemed one of Italy's most notorious post-war criminals. The P2 lodge of which he was "venerable master" was, until its discovery in 1981, one of the most powerful secret organisations within the Italian state, uniting scores of figures in government and the military in anti-communist activity.

Gelli also exercised considerable influence over Roberto Calvi, the chairman of Banco Ambrosiano, who hanged himself in 1982 at the time of the collapse of the bank with debts of about \$1,300m.

His escape was a huge blow to the interior ministry and triggered calls for the resignation of Mr Giorgio Napolitano, interior minister, and Giovanni Maria Flick, justice minister. It came shortly before the disappearance of Pasquale

Cuntrera, a leading mafia boss, and the theft of three famous paintings from a museum in Rome.

The Italian government will be quick to point out that the two criminals have now been recaptured and the three paintings recovered.

Problems with the Italian justice system that allowed Gelli to go on the run have not been completely resolved, however. Criminal trials in Italy can still take many years because defendants are allowed two appeals after an initial conviction.

During those appeals the presumption is that the defendant is innocent, making it difficult for courts to keep criminals in preventive custody until the supreme court has delivered a final verdict.

A package of reforms to streamline the justice system has been drawn up by Mr Flick. But they have had difficulty making progress through parliament because of a lack of consensus within Mr Prodi's ruling coalition.

For the first time, Greens treated as serious contenders

An electoral system that favours coalition government puts the environmentalists in an enviable position, writes Tobias Buck



Veterans of Germany's Green party recall nostalgically the day when a young parliamentarian called Joschka Fischer strolled into the Bundestag, the lower house of Germany's federal parliament, dragging a pine tree ravaged by pollution. Conservatives remember, less fondly, the day three years later when, as state environment minister in Hesse, Mr Fischer wore jeans and sneakers to his swearing-in ceremony.

Today, those sneakers are in a museum. Provided opinion polls are confirmed by Germany's September 27 general elections, Mr Fischer, now leader of the Greens in the Bundestag, could well become vice-chancellor and foreign minister in a coalition government of Greens and Social Democrats.

As foreign minister, the former taxi-driver and student protester would take over the rotating presidency of the European Union in January. He would be entrusted with the task of brokering historic decisions such as EU enlargement and reform of the Common Agricultural Policy. Who knows,

he might even wear a tie. Before then, however, the Greens must struggle to secure the 5 per cent share of the vote needed to enter parliament. And they will have to crack down on infighting within the party.

Ever since a party congress in March proposed tripling the price of petrol to DM5 (\$2.70) per litre, the Greens' election campaign has produced one blunder after another.

A party that takes pride in its individualism, the Greens have always suffered from loose cannons firing from the back benches. But even by their standards, the series of gaffes shortly before a general election has been staggering.

A Green MP from Bavaria shocked a travel-bungry nation by suggesting Germans should fly to Mallorca only once every five years. Motorists were put off by proposals to ban Formula One racing and introduce speed limits on autobahns. Comments by Jürgen Trittin, the party's joint national leader, comparing Germany's conscript army with Hitler's Wehrmacht provoked outrage across the political spectrum.

As a result, the Greens have seen their poll ratings halve from 12 per cent in January to 6 per cent this week.



Holger Börner, former prime minister of the state of Hesse, swearing in Joschka Fischer of the Greens as environment minister during a session of the parliament in Wiesbaden in 1985. EPA/DPA

Mr Fischer and his pragmatic allies - "Realos" in the party slang - were furious. So were many Social Democrats, fearing the Greens could prove the Achilles heel in their campaign for a red-green coalition under Gerhard Schröder, the SPD's chancellor candidate.

Because Germany's electoral system rarely allows one party to rule alone, voters think carefully about potential coalitions. According to one survey, two-thirds of Germans regard the Greens as "unfit to govern" - a judgment exploited by Chancellor Helmut Kohl with his warning that a red-green government would lead to a "left republic".

This is the first time in their brief and turbulent history that Germany's Greens have been treated as serious contenders for power in Bonn. Statements that a few years ago would barely have raised an eyebrow are now scrutinised closely, because they could become government policy after September 27.

A lack of professionalism is the Greens' second handicap. "We need spin-doctors able to think strategically and we need an adequate organisational structure," one official complains. The rule forbidding Green MPs to hold office in the party organisation is a case in point. Intended to prevent

the rise of Green "superstars", it forces Mr Fischer and other popular MPs into a secondary role in presenting policies to the public.

A third problem is a record of squabbling in red-green coalitions at state level, which leads many voters to doubt whether red and green could agree to govern.

However, there are only two contentious political initiatives that the Greens say they will not abandon. They insist that nuclear power stations must be closed within about five years. They also want an "ecological tax reform" that would raise fuel and energy taxes, and so permit them to lower taxes on labour. Neither issue is likely to provide a big obstacle to a such a coalition.

Difficulties could arise, however, over the party's demand for one "heavyweight" ministerial post. With Mr Schröder insisting that the SPD must have the interior, finance and defence portfolios, this points to the foreign ministry for Mr Fischer.

The biggest uncertainty looms beyond coalition talks. Voters worry whether the "Realos" could enforce discipline on radical leftwingers after a government is formed. "At the moment, it is only the prospect of success that keeps them quiet," one Green official has observed.

Whatever happens, the election will be a historic turning point for the Greens. Winning power could spur plans to bring the party's structure up to date, perhaps side-lining radicals. A failure to get into parliament or government by contrast, could spell fresh turmoil for a party on which, briefly, was tantalisingly on the cusp of coming of age.

German, Irish inflation diverges

By John Murray Brown in Dublin and Tobias Buck in Bonn

The economic divergences between the countries which will adopt the European single currency were highlighted yesterday, when Ireland reported its highest rate of inflation in six years and Germany its lowest rate since unification.

Ireland's annual inflation rose to 3.2 per cent in the 12 months to August. Inflation in the year to July had been 2.7 per cent.

Germany's annual inflation rate dropped to 0.8 per cent in the 12 months to August, from 0.9 per cent for the year to July, the federal statistics office in Wiesbaden said.

The rise in Irish inflation is likely to put further strain on the country's national wage agreement, which envisaged pay rises of about 2 per cent. The wage agreement, a cornerstone of the government's macro-economic policy, trades off moderate wage increases and tax cuts.

The rise was largely expected as a result of a poor harvest and the knock-on effect of the weakness of the Irish pound earlier in the year.

Dermot O'Brien, economist with NCB stockbrokers, an Ulster Bank subsidiary, predicted inflation would peak in the next couple of months. However, the rise comes at a time when interest rates are set to fall as Ireland prepares for the European single currency in January.

EBS, one of the main building societies, dropped its mortgage rate on Wednesday, raising speculation the Central Bank may use Monday's weekly repurchasing operation to start the final stage of interest rate convergence.

Irish interbank rates, currently around 6 per cent, will need to converge with the equivalent rates in the rest of the euro zone by next year, when the euro is introduced. Benchmark interest rates, currently 3.3 per cent in France and Germany, are expected to be set at about 4 per cent at the beginning of 1999.

Ireland's Central Bank had been maintaining relatively high rates in a bid to restrain inflation and in the hope German rates would be raised by more than the current market consensus.

However, concerns about a possible global recession have increased the possibility that German rates will not rise by as much as expected, increasing the adjustment the Irish would have to make. With credit growing at close to 20 per cent, and annual house prices in Dublin soaring by 40 per cent to July, some economists are worried the drop in interest rates could further prime the boom.

This could result in higher inflation, at a time when Ireland may be giving up the policy instrument to deal with price pressures by joining the single currency.

Greek bonds aim to boost privatisations

By Karin Hope in Athens

Greece's finance ministry yesterday announced the launch of privatisation bonds, which will be convertible into shares in state-owned companies to be floated on the Athens stock exchange next year.

The issue, due later this month, will be split into a three-year certificate denominated in drachmas for domestic investors and a five-year certificate denominated in euros, intended to attract international institutions.

The size of the bond issue is expected to exceed \$150m. Ministry officials said the timing of the issue reflected the government's commitment to its fast-track privatisation programme, despite turmoil on international financial markets. Next year's disposals are part of a structural reform package aimed at ensuring Greece qualifies to join the euro on January 1, 2001.

"We believe the crisis on international markets has started to subside, so the timetable for flotations won't have to be delayed," an official said. "Moreover, Greece can be seen as a safe haven compared with other emerging markets."

Two local banks, National Bank of Greece and EFG Eurobank, will arrange the domestic tranche, while Paribas will handle the euro-denominated tranche.

The socialist government is trying to promote share ownership in public sector companies by small investors as a means of overcoming lingering political opposition to privatisation. The drachma certificates will have a face value of Dr100,000 (\$335) each and interest earnings will be tax-free.

Buyers will be able to convert them into shares on preferential terms as the companies come to market from January.

Analysts said the issue of privatisation certificates would help the finance ministry achieve revenue targets in sales of smaller utilities and transport companies which might struggle to attract investors. The seven companies due to be floated include the Athens water utilities, the ports of Piraeus and Thessaloniki, and the catering subsidiary of Olympic Airways.

Although nominally profitable, most companies on the list will have to be restructured before they can be offered for sale.

Threat looms of smartcard standards war

By James Mackintosh in Cannes

Europay International, the European credit and debit card consortium, yesterday raised the threat of a standards war with Visa by adopting competing technology standards on smartcards.

Smartcards, which are being tested in the US and Europe, allow multiple uses of a single card, including credit cards, airline ticketing and supermarket loyalty schemes.

Europay's adoption of smartcard technology from Maosco, a not-for-profit consortium, also dealt a blow to the Java software standard, licensed by Sun Microsystems of the US. Visa has adopted Java. The other two large card brands, Mastercard and American Express, have both adopted Maosco, although neither has big smart card operations in Europe. Maosco is supported by Hitachi, Siemens and Motorola.

Europay also linked up yesterday with Geld Karte, a German "electronic purse" scheme already linked with Visa. Hans van der Velde, president of Visa EU, welcomed the move, saying it would assist efforts to create

a common electronic purse standard for Europe. Electronic purses allow storage of cash in electronic form on a card, which may then be used to make small payments. Geld Karte has 450 cards on issue.

These smartcard decisions put Europay and its US partner, Mastercard, into competition with Visa over technology standards after several years of co-operation, which led to agreements such as the internet security standard SETS.

But Europay said it would work with Visa to try to unify electronic purse standards in Europe, despite having competing products.

Marc Dutrieux, head of smartcard development at Europay, said: "We think it is foolish to compete on technology." But he said he was confident that Maosco's Multos system was technically superior, and he expected most banks that issue both Europay and Visa cards to choose just one smartcard technology platform and rewrite the other brand's software for that platform.

Europay's choice of Multos promises to reduce the number of cards European consumers have to carry in their wallets by allowing one card to do many things.

INTERNATIONAL

AFGHANISTAN 80,000 TROOPS MASSED AS TENSION RISES OVER DISCOVERY OF DIPLOMATS' BODIES

Iran starts military manoeuvres on Afghan border

By Mark Hubbard in Cairo

Up to 80,000 Iranian troops were yesterday preparing for military manoeuvres along Iran's border with Afghanistan amid renewed tension following the discovery of the bodies of nine Iranian diplomats killed last month by Taliban forces.

"The order for the manoeuvres has been issued. The forces, which have already taken positions in the area since one month ago, will carry out the manoeuvres at the decided time," Ali Shahbazi, commander-in-chief of the army, was yesterday quoted as saying by Iranian state television.

Taliban officials said yesterday the bodies had been found near the northern Afghan town of Mazar-i-



Sharif. Iran says 11 of its diplomats and an Iranian journalist disappeared when Taliban forces seized the town on August 8. The whereabouts of the two remaining Iranians is uncertain.

A Taliban spokesman yesterday acknowledged that Taliban fighters were responsible for the deaths but insisted they had done

so on their own initiative. The Taliban is prepared to hand the bodies over to the Iranian government, and has said it will find the killers and punish them.

A force of 70,000 troops was sent to Iran's north-eastern border with Afghanistan for three days of military manoeuvres last week. A government statement

issued before the discovery of the bodies said several extra divisions were being sent, increasing the force to around 80,000.

"Commandos, special forces, armoured artillery, and mechanised units backed by the air force and the army's air corps will take part in the war games," Major General Shahbazi said.

The announcement came two days after Ayatollah Ali Khamenei, Iran's supreme leader, and overall commander-in-chief of the armed forces, said Iran was not planning a military confrontation with the Taliban.

The official Iran News Agency (IRNA) quoted Gen Shahbazi yesterday as saying that Iran had detected "unusual" troop movements

on the Afghan side of the border. "The Islamic Republic of Iran army, on orders from the commander-in-chief of the armed forces, will carry out its duties in defending the territorial integrity of the country and in guaranteeing national security regardless of big powers' threats," IRNA quoted him as saying.

The Taliban, which has in the past received military advice from Pakistan, accuses Iran of backing the opposition military alliance which was forced out of its stronghold of Mazar-i-Sharif last month. Iran denies the charge. It blamed Pakistan, which was the first country to recognise the Taliban government when it seized the Afghan capital Kabul in 1996, for the delays in estab-

lishing the whereabouts of the dead diplomats.

Pakistan said yesterday it had "been in intensive contact with both Iran and Afghanistan in order to persuade the two brotherly countries to exercise restraint and resolve their differences through negotiations."

Along with a possible Taliban troop build-up along Afghanistan's border with Iran, Taliban fighters are closing in on the main Shia stronghold of Bamyan province. Afghanistan's Shia Muslim minority have strong ties with predominantly Shia Iran.

Afghanistan's two Shia political factions, the Hezb-i-Wahdat and the Harakat-ul-Islami, are both now effectively encircled

by Taliban forces.

The Sunni Muslim Taliban have been accused of targeting Shia Muslims during their four-year military advance through Afghanistan. Taliban forces entered Bamyan province last week and have the airport of Bamyan town in range of their heavy artillery, a Taliban official said yesterday.

The responsibility to protect Afghanistan's Shias is likely to influence public opinion in Iran, which is strongly divided over what action should be taken to oppose the Taliban. Iran is also home to 1m Afghan refugees, and the Iranian government is determined to avoid the unrest among its Afghan population, which may be caused by action against Afghanistan.

Warning by UN to Angola foes

By Laura Silber at the United Nations in New York

Kofi Annan, United Nations secretary-general, yesterday warned that UN observers could withdraw from Angola by February unless the government and Unita rebels agreed to end their fighting and implement the peace accord reached in 1994.

In a report to the Security Council, Mr Annan proposed that it review by November the situation in Angola and the continued presence of the 1,156-strong UN mission.

"If at the time of the November review, it appears there has been no substantial progress towards full compliance by the parties with their respective obligations... the reduction of the force would be accelerated with a view to closing it down by early February 1999," said the report.

Mr Annan, however, left the door open for progress. In the event of a step forward, the UN would maintain and perhaps bolster the force, comprised of 661 troops, 403 police and 82 military observers.

Both sides "seem to be preparing themselves for a confrontation," Mr Annan said, urging the government to establish an effective and secure environment in which Unita would have no reason to fear the consequences of its transformation into a genuine political party.

The Council last night was considering Mr Annan's report. Diplomats yesterday said they believed the UN was unlikely to pull out completely despite the deteriorating situation.

The Lusaka Protocol, mediated by the UN in 1994, ended 19 years of conflict but Unita has refused to implement the agreement fully.

Last week the government said it would sever all contact with Jonas Savimbi, Unita leader.

South Africa's 'affirmative action' law meets some negative responses

Victor Mallet reports on controversial legislation designed to unravel the legacy of apartheid which has dismayed employers

The rightwing Freedom Front calls it "abhorrent" and says it is a licence to discriminate against white males: liberals condemn it for "re-racialising" South Africa four years after the end of apartheid; most employers hate it, although they are afraid to say so in public; but many black professionals say it is a long overdue measure to right the wrongs of the past.

South Africa's Employment Equity Bill, an ambitious piece of "affirmative action" legislation, is about to become law. Parliament in Cape Town completed its scrutiny of the bill this week, and all that remains is for President Nelson Mandela to sign it.

No law has aroused such controversy in South Africa since the end of white minority rule, when the African National Congress came to power in the country's first

all-race election in 1994.

That is partly because its effects will be so far-reaching. The legislation is designed not merely to protect racial minorities from discrimination in the workplace, as in the US or the

The ANC's purpose is nothing less than a complete change in the balance of power in offices and factories to benefit the black majority after centuries of white domination

UK. Its aims are closer to those of Malaysia, which implemented laws to favour the majority Malays over the richer but less numerous ethnic Chinese: the ANC's purpose is nothing less than a complete change in the balance of power in offices

and factories to benefit the black majority after centuries of white domination.

The law will require companies with more than 50 employees, or with turnover above specified limits, to ensure that previously disadvantaged groups - including blacks, women and the disabled - are adequately represented throughout the workforce on the basis of the

assessment of the bill by the South African Institute of Race Relations.

Employers will have to draw up an employment equity plan and file regular progress reports to the Labour Department. Those who fail to comply will be denied government contracts and can be fined up to R900,000 (\$145,000) for each contravention. One of the few concessions to employers is the recognition that the size of the "pool of suitably qualified people" must be taken into account.

Business organisations, which are largely white as a result of the country's apartheid legacy, say they accept the need for some form of affirmative action, but they are alarmed by some of the bill's provisions and by the fact that it does not envisage a finite period after which affirmative action will no longer be needed.

In particular, they dislike being obliged to set "numerical goals" for different categories of employees, something they view as a thinly

disguised quota system. They believe the bill gives very wide discretionary powers to the labour minister.

They criticise its attempt to reduce wage differentials for different types of work. And they say the clause putting the onus of proof on employers - who must prove they are not discriminating whenever they are accused of doing so - will prompt a torrent of spurious complaints.

Employers say this and other "first world" labour laws are inappropriate for a developing economy, will discourage job creation and do nothing to reduce South Africa's 30 per cent unemployment rate. Above all, the low quality of education for black South Africans under



Nelson Mandela: To sign far-reaching legislation

apartheid means there are simply not enough skilled black employees to go round. Fostering and "tokenism" are already rife.

In 1996, fewer than 1,000 or 0.5 per cent of the 438,000 black matriculants achieved the maths and science results required for entry into engineering, the employers' group Business South Africa says. "It is impossible for companies in the mining and engineering sectors to meet the requirements that might be imposed on them by the bill."

Liberals have an additional complaint about the legislation: it harks back to the apartheid era by requiring companies to classify their workers by race. Tony Leon, leader of the opposition Democratic Party, calls it "social engineering gone mad" and says the law may even be unconstitutional because of its references to racial groups.

Black opinion, however, is mostly in favour of the new law. Tshenolo Muthala, creative director of a small black-owned advertising agency called MDS-DD&M, says bitterly that legislation is essential because most white employers are still reluctant to move of their own accord. "It's the only

WORLD TRADE

Skoda in talks over \$450m engine plant

By Robert Anderson in Prague

Skoda Auto, the Czech carmaker 70 per cent owned by Volkswagen, plans to build a \$450m engine plant if it wins the right incentive package from the Czech government.

The project would be one of the biggest recent foreign investments in the country and would represent a massive increase in Skoda's spending plans. Volkswagen, the German carmaker, invested DM2.1bn (\$1.2bn) in the company between its pri-

vatization in 1991 and the end of last year. It had planned a further DM2.4bn injection by the end of 2002. Because of the size of the investment and the fact that the plant - at Skoda's main factory at Mlada Boleslav, north of Prague - would produce up to 500,000 one litre and 1.4 litre engines a year, not only for Skoda but for the whole VW group, the Czech company is believed to be competing for the cash with other VW operations, particularly in Spain and Poland.

Miroslav Greg, the new industry minister, has backed Skoda but the final decision will depend on discussions with the Ministry of Finance. A spokesman for the industry ministry said yesterday: "A concrete proposal should be offered to the company at the end of September."

VW had planned to build a modern engine plant with Skoda when it took the company over, but the scheme was cancelled in 1993 when the parent company decided to go for a leaner operation

with less fixed costs after its experience with Seat in Spain.

Until now the existing Skoda plant has built engines for the smaller Felicia model but only undertaken final assembly for the Octavia mid-range saloon.

The engine plant would complement the rapid expansion in car production at Skoda, the Czech Republic's biggest company. It produced 387,405 cars last year and had planned 410,000 vehicles this year, rising to 500,000 by the turn of the

century. However, a spokesman admitted yesterday that the company might need to revise these plans because of the 15 per cent fall in domestic sales in the first half caused by the economic slowdown.

The project is important for the Czechs, who have fallen behind their neighbours in attracting foreign investment, partly because they offer more generous incentives. In the first half of this year the Czech Republic received \$589m in foreign direct investment, less than

half that received by Hungary and a tenth by Poland.

A new scheme of incentives was announced in May, though it has been criticised for falling short of those offered by neighbouring countries. Mr Greg wants to revise the package by lowering the minimum \$25m investment required and offering special incentives for spending of more than \$150m. Two companies - AEG of Germany and Hayes Wheels of the US - have so far received the new incentives.

DVD Video comes thundering back from disaster

It promises a lucrative source of sales, but faces a new threat, Alice Rawsthorn reports

A product launches go, the early days of DVD-Video, the compact disc version of the video cassette, were little short of disastrous.

Being billed as the "hottest new thing" did not help, but DVD's development was also marred by a row over hardware technology, and a battle with the Hollywood studios over their terms for releasing films on the discs.

When DVD players were introduced to Japan in 1996 and the US in 1997, sales were well below expectations. Yet sales have risen sharply in both countries this year, and are running ahead of target in Europe, where DVD was launched this year. Despite its inauspicious start, DVD now seems poised to become a popular, and profitable, product.

"We're very, very pleased with its progress," says Warren Lieberfarb, president of Warner Home Video, part of Time Warner, the US entertainment group. "Over 1m DVD players have been sold in the US in its first 18 months, against 90,000 video recorders and 275,000 CD players in their first two

years. That means DVD has outsold the VCR 10-1, and the CD by 4 to 1."

If the market continues to develop at its present pace, DVD will provide a sorely-needed fillip for the world's consumer electronics makers, after a difficult time when their established products, notably VCRs and audio-CD players, have hit maturity.

It also promises to create a lucrative source of software sales for Hollywood studios and other film producers, now facing a squeeze on video revenue. They hope consumers will buy DVD versions of favourite films on video-cassette, just as they replaced old vinyl albums with compact disc.

But past efforts to launch entertainment software products, notably laser disc for film and digital compact cassette (DCC) for music, have proved consumers will not accept a new format, unless convinced it offers a big improvement over its predecessor at a reasonable price, and that plenty of software will be available.

Both the hardware and software sectors were deter-



A scene from LA Confidential, the best selling film on DVD Video

mined not to repeat their past mistakes with DVD. They always believed in its merits as a product.

Even when the rows over technology were at their fiercest, both industries were emphatic that its audio-visual quality, combined with multiple language soundtracks, director's commentaries and added scenes dropped for the initial cinema release, made DVD superior to video-cassettes.

Electronics makers tried to make the launch prices of players as low as possible, in the hope of moving swiftly to volume production.

"Everyone recognised the importance of competitive

pricing," says Frank Bauli, head of DVD-Video for Philips, the Dutch electronics group. "Players went on sale in the US from \$500, and are now selling for \$350-\$400. And they'll soon ease again."

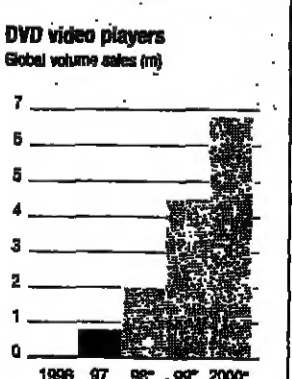
Hollywood adopted a similar approach to software prices. When video came out in the early 1980s, it cost \$24 to make each cassette - because the raw materials were expensive, and dedicated production plants had to be built - which meant they would have retailed at \$60, too high a price for consumer acceptance.

Instead, the studios sold their expensive cassettes to rental outlets and the more

profitable video retail market only developed when cassettes were produced at high enough volume for prices to fall.

But DVD benefits from far lower production costs, because the raw materials are cheaper and the discs are made at existing audio-CD plants.

The first DVD software retailed in the US at \$20, and prices have since fallen to about \$15. Some Hollywood studios were initially wary of releasing software on DVD. But all of them are now committed to it, except for DreamWorks and its co-founder and Oscar-winning director, Steven Spielberg.



Buoyed by DVD's popularity in the US and Japan, and its strong start in Europe, the hardware and software sectors are investing heavily in promotion this autumn.

They are stepping up supplies to Europe, and broadening distribution in the US, where mass merchants, such as Wal-Mart and K-Mart, are starting to stock it, as well as electronics specialists.

Matsumita, Japan's largest electronics group, now expects DVD to be installed in 10 per cent of US and Japanese homes within four years. Yet despite its promising progress, DVD still faces what could be its biggest obstacle: competition from video-on-demand when digital television comes on stream.

"Digital television will definitely be a threat, and that's why we've got to move quickly," says Gilles Pellet, head of DVD-Video for Sony Europe. "We've got two years at the most to make DVD go mainstream. Otherwise it'll be too late."

NEWS DIGEST

EU-VIETNAM TRADE

Agreement on textiles and clothing is ratified

The European Union and Vietnam yesterday ratified an agreement liberalising bilateral trade in textiles and clothing during 1998-2000. The agreement removes EU quotas on 22 categories of textiles and clothing from Vietnam and replaces a 1993 textile and clothing trade agreement. It also increases by nearly a third the size of remaining EU quotas on imports of 29 other categories of textiles and clothes. The reductions amount to 2 per cent in 1998-99 and to between 3-5 per cent in 2000-2001. The value of EU imports of textiles and clothes from Vietnam was about Ecu500m (\$545m) in 1997. The EU exported textiles and clothes to Vietnam worth about Ecu50m in 1997. International Staff.

INVESTMENT IN CHINA

Israelis to build potash plant

Dead Sea Works (DSW), Israel's potash company, yesterday approved plans to build a \$488m joint venture potash plant with the Chinese government, a move which will break China's dependence on imports.

The Chinese government, along with the state-owned Migda Corporation, will hold a 67 per cent stake and DSW the remainder. Production, to start in four years, is expected to have an annual capacity of 850,000 tonnes. Despite overcapacity in world markets, Shaul Ben-Zeev, chief executive of DSW, said China would be able to absorb all its own potash production. The venture will be financed by Chinese and international banks. The agreement ends several years of negotiations, started by Shaul Eisenberg, head of Israel Corporation, the parent company of DSW, who built up a wide range of commercial interests in China before his death last year. Judy Dempsey, Jerusalem

FARNBOROUGH AIR SHOW

Airbus adds to record orders

Airbus Industrie yesterday topped its record tally of more than \$11bn worth of new orders announced at this week's Farnborough air show, with orders for three more A319 short-haul jets. The consortium said it had won an order for two A319s from Dutch-based leasing firm Delta Air Finance valued at \$80m and had sold a A319-CJ corporate jet version of the aircraft to a Middle East buyer.

OECD Export Credit Rates

The Organisation for Economic Co-operation and Development announced new minimum interest rates (%) for officially supported export credits for September 1998 to October 1998 (August 15 1998 to September 14 in brackets)

	4.99 (5.37)	Yen	2.30 (2.93)
D-Mark	4.97 (5.19)	Peasants	5.23 (5.51)
French franc	5.29 (5.53)	Starling	6.94 (7.20)
Swiss franc		US dollar for credits	3.96 (4.21)
up to 5 years	4.90 (5.20)	up to 5 years	6.24 (6.47)
5 to 8.5 years	5.10 (5.53)	5 to 8.5 years	6.27 (6.48)
more than 8.5 years	5.50 (5.95)	more than 8.5 years	6.36 (6.59)
Italian lira	5.54 (5.70)		

These rates are published monthly by the Financial Times, normally in the middle of the month. A premium of 0.2 per cent is to be added to the credit rates when being at risk. Interest rates may not be fixed for more than 120 days.

Downturn in Japan 'set to continue'

ASIA-PACIFIC

ASIA CONCERN PROPOSALS BEING STUDIED

Downturn in Japan 'set to continue'

By Gillian Triggs and Mitsuyo Nakamoto in Tokyo

Japan's downturn will continue into the early autumn, Eisuke Sakakibara, Japan's vice minister of finance for international affairs, has warned.

"From what we have observed in July and August, the July to September quarter will not be good," he said.

Mr Sakakibara, who has hitherto been consistently upbeat about the economic outlook, insisted that a rebound would occur later this year, as public spending projects would start in September. However, his comments highlight the growing sense of alarm felt in the Japanese government about the economic downturn in Japan and the rest of Asia.

They come amid signs that Japan may now be pressing for a broader easing of monetary policy by other western countries such as the US.

On Wednesday the Bank of Japan announced that it would loosen monetary policy for the first time in three years by guiding down the overnight call rate - or the money market rate - from around 0.5 per cent towards 0.25 per cent.

The bank has denied that this move was decided in co-ordination with the US. But speaking shortly before the bank's decision was announced, Mr Sakakibara warned that some "major accommodative policy" was needed across the region.

"I don't think the Asian or world crisis is over. We are on the verge of a deflationary spiral and we need to avoid that," he said. "Japan is pursuing an expansionary policy and I think sentiment in the US has shifted slightly."

Separately, Mr Sakakibara also indicated that Japan is considering other proposals

to tackle the Asian crisis ahead of a forthcoming meeting of officials from the Group of Seven industrialised countries. These could include measures to boost Asian debt markets, possibly by providing Japanese guarantees for the debt of other south-east Asian countries.

"I would like to activate the regional debt market. This could involve some sort of guarantee of sovereign debt, or a yen equivalent of Brady bonds," Mr Sakakibara said.

Brady bonds involved defaulted commercial loans which were then converted by the US government into bonds secured against the collateral of US Treasury bonds.

Japan also wants the G7 to review policies towards capital liberalisation, he added.

"In capital liberalisation, proper sequencing is very important and [this] did not exist in south-east Asia," he said.

Mr Sakakibara stressed that he was not personally calling for a reimposition of capital controls in opposition to the IMF. However, he admitted that in some areas Japan had been critical of the Asian policies adopted by the International Monetary Fund over the last year.

And the recent move by Malaysia to impose capital controls has been greeted with considerable sympathy in some parts of the Japanese government.

In a separate interview Kaoru Yosano, minister of international trade and industry, said: "I do not think that other countries will follow the same path [as Malaysia] because this is an emergency measure to fight speculators. [But] there are many points that we can sympathise with about the actions... I believe that there are certain sound reasons for adopting capital controls."

Yields on long-term bonds at new low

By Edward Lucas, Capital Markets Editor

The yield on Japanese long-term bonds hit a new low yesterday in a sign that the Bank of Japan's decision to ease credit on Wednesday had the opposite effect to that intended.

With the yield on the 10-year Japanese government bond touching 0.84 per cent at one point yesterday, economists said the Japanese debt markets were entering uncharted territory. The sharp rise in government bond prices (triggering a corresponding fall in bond yields) came after the bank's decision to reduce the overnight interest rate to 0.25 per cent from 0.5 per cent in an attempt to boost liquidity.

"We can't recall any time in modern history that the long bond yield has dipped below 1 per cent in Japan or elsewhere," said Kirti Shah, chief market strategist at Sanwa International. "Investors are putting their money into the safest instrument, Japanese government bonds."

In a normally functioning economy, much of the liquidity generated by an interest rate cut would go into the stock market in the expectation of higher corporate profits. However, economists say that Japanese investors clearly interpreted the interest rate easing as a sign of desperation on the part of the BoJ rather than as a measure which would boost activity in the real economy.

"As long as there is the fear of another bankruptcy in the banking sector or of a deepening recession investors will continue to buy bonds," said one trader.

"The yield could even fall as low as 0.5 per cent."

The dilemma for the Japanese authorities is that negative sentiment could defeat the benefits of any further reduction in interest rates. "This is a vicious cycle for the economy," said Mr Shah. "and a virtuous cycle for the bond market."

Thais agree on debt restructuring

By Ted Barnacka in Bangkok

Thailand's central bank, the country's leading industry associations and foreign and domestic financial institutions yesterday endorsed a framework for corporate debt restructuring in a last-ditch attempt to prevent the government from taking charge of Thailand's mounting bad loan problem.

The 18-point non-binding plan will be used as the guideline for all corporate workouts involving multiple creditors, including 800 cases involving more than Bt200bn (\$4.9bn) that the central

bank has said can be resolved quickly.

Key points of the framework include: the principle that debt restructuring will require business reorganisation - not just new loan repayment terms; a promise by debtors to provide accurate and timely financial information; a pledge by creditors that if such information is forthcoming they will agree to a "standstill" and not charge default interest and other penalties; and that creditors will be treated equally with equity holders suffering the first losses.

Although the plan does

not by itself initiate any debt restructuring talks, "it should not be taken lightly... as it sets out a standard of practice and can be referred to as a starting point for talks," said Chatumongol Sonakul, governor of the Bank of Thailand.

Past efforts at debt restructuring have floundered as creditors squabbled among themselves and with borrowers over how to conduct negotiations. Bankers and economists say a recovery in Thailand cannot be engineered unless the bad debt problem is dealt with.

While continuing to sup-

port "market-based" solutions, the government has recently shown impatience with the lack of progress and stepped up its involvement in debt restructuring negotiations. Mr Chatumongol said senior central bank officials were being assigned to monitor 20 large and important restructuring cases.

More direct intervention could be coming soon if the guidelines announced yesterday do not foster quick solutions, officials say. Thailand's most recent letter of intent with the International Monetary Fund says that, if necessary, the government

will develop procedures "for enforcing [the] timetable for implementing [the] agreed guidelines, including arbitration among deadlocked creditors".

Progress on corporate debt restructuring will be a "key focus" of the IMF's November review of the Thai economy, said the IMF resident representative, Reza Moghadam. He said for yesterday's guidelines to work, Thailand must press on with changes to bankruptcy and foreclosure laws as the current legal framework "does not exert enough pressure on debtors".



Sharif: conditions could pose threat to his government

IMF team due for Pakistan talks

By Farhan Bokhari in Lahore

Members of a team from the International Monetary Fund are due to arrive today in Islamabad, to discuss a loan programme to help stave off an impending foreign debt crisis.

In Saudi Arabia yesterday Islamic commercial bankers delayed a decision on Pakistan's request for new commercial loans. But the Jeddah-based Islamic Development Bank (IDB) agreed to put \$200m towards what bankers said would be a Pakistan fund where Gulf-based Islamic banks would make further investments.

Pakistan is seeking a package of \$1.5bn from the IDB

and other institutions. But bankers say Pakistan may run into difficulties repaying the loan, on which it is understood to have offered an interest rate of 5 per cent over Libor.

Independent analysts warned that the IMF negotiations could involve tough conditions that would further undermine the beleaguered government of Nawaz Sharif, prime minister. The Pakistani opposition, which recently launched a campaign against plans to introduce new Islamic sharia laws, is likely to oppose such measures as increases in utility tariffs or cuts in spending on development projects.

Hong Kong digs deep into its war chest

By Louise Lucas in Hong Kong

With its big August battle over, Hong Kong is now counting the cost. The tally so far: a depleted war chest and lower interest rates that have brought stability to the markets but carry a sting in the tail.

The sting is a potential drift of money out of Hong Kong dollar deposits and into US dollars. Around 56 per cent of deposits are now held in the local currency as savers enjoy the boon of 10 per cent returns.

Since the government successfully imposed its new measures on the market, interest rates have dropped and the premium over US dollar rates in savings accounts is narrowing. The moves, says Simon Maughan, head of Hong Kong research at Indosuez W.I. Carr, "might totally backfire and undermine the peg because only now does the man in the street move into US dollars".

The reserves are a potent weapon in the defence of its currency peg, the linchpin of Hong Kong's financial system which fixes the exchange rate at HK\$7.8 to US\$1. The peg is backed by a currency board, under which all Hong Kong dollars are backed by the equivalent number of US dollars.

The government has refused to disclose the cost of its intervention. The only clue doled out by Donald Tsang, financial secretary, is that it is more than he expected.

He admitted spending US\$6.2bn in the foreign exchange markets in the first two weeks of August. These funds were used to absorb heavy selling of Hong Kong dollars in what the government has described as a massive pan-global attack.

In the following two weeks, the government changed tack and began aggressively buying shares. The share-buying binge is estimated to have cost some US\$1.4bn to US\$1.5bn - a figure economists say is likely to include the \$6.2bn spent on foreign exchange, which left the government with Hong Kong dollars.

Further funds were ploughed into the futures market. Traders reckon the government bought around 40,000 August futures, which expired at the end of the month and generated a profit of less than US\$30m. It has less than 20,000 September contracts outstanding.

Even if the damage is limited to US\$1.5bn worth of money in Hong Kong stocks, legislators and analysts see cause for concern. Margaret Ng, a legislator, noted that

of the reserves, some US\$17.5bn belonged to the Land Fund and a further \$30bn belonged to fiscal reserves. Neither, she said, could be spent without legislators' approval.

Some economists argue that the hole could be twice as big as the amount spent assuming that US dollars were sold for Hong Kong dollars to buy shares, and that the sellers - as seems to have been the case - were largely foreigners who would then convert their proceeds into US dollars in order to repatriate them.

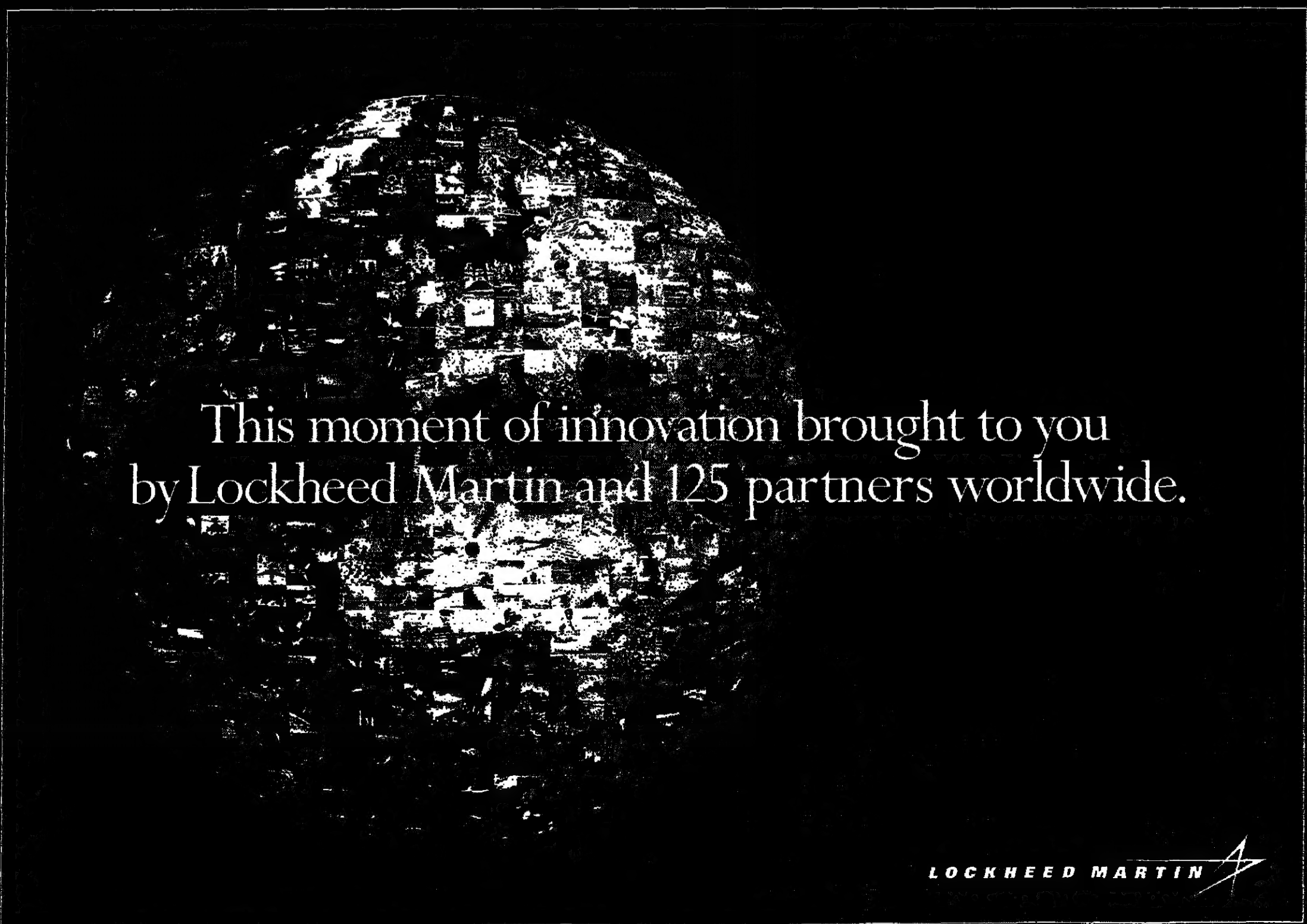
As such, says Mr Maughan, while the accounting loss is small - some US\$7bn at the beginning of this week, and less as the stock market has risen - the pool of available funds has shrunk considerably.

His estimate of the money remaining in liquid investments is around HK\$300bn (US\$39bn). Of that, HK\$90bn has to be kept to back notes and coins in issuance.

"If 50 per cent of all selling is going to be money removed from Hong Kong" - foreign selling - "for a year or so, then we have got another two defences of similar size to August left."

"The minute we have done two and we have only got one left, it's all over," he says.

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THE AMERICAS

DISABLED PRESIDENCY IMF FUNDING IS JUST ONE OF SEVERAL VITAL POLICY ISSUES ON THE BACKBURNER BECAUSE OF THE FURORE OVER KENNETH STARR'S REPORT

Nation waits to see if Clinton is down or out

By Nancy Dunne in Washington

Congressional Democrats yesterday waited with trepidation for the public release of the special prosecutor's report on President Bill Clinton's alleged transgressions.

"If there's any silver lining, it's that God didn't let this happen to someone really important like Clinton or Greenspan," said one senior Democratic aide, speaking of Robert Rubin, the treasury secretary, and Alan Greenspan, chairman of the Federal Reserve.

The presidential strategy of public apologies was due to embrace the Senate yesterday, including many

senators who have been defending Mr Clinton for months. It remains to be seen whether he can overcome the "palpable anger" that one senior aide described within the Democratic caucus in the Senate.

Members remain angry that when Mr Clinton arrived in Washington there was a large majority of Democratic senators - 58 out of 100 - and now there are only 45. The sting of the prosecutor's report could cause that number to slide to 40 in the mid-term elections in November, which would give the Republicans complete control of the Senate agenda and move the body further to the right.

There seems to be little gratitude for the president's efforts to raise funds for fellow Democrats, even while under attack for campaign finance practices in the 1996 campaign. He did little to cultivate relationships on Capitol Hill, and there is still hostility over the "triangulation" strategy he employed, moving right after the Republican takeover and ultimately signing a welfare "reform" bill which most Democrats deplore.

"He's as selfish in his politics as he is in his sex life," said one Democrat, who worried that Senator Tom Daschle, the Democratic leader in the Senate, was close to losing control of what has been a

unified party caucus. "This complicates the agenda, but it hasn't diminished it," Senator Daschle said yesterday. "It's difficult to compete because we are thwarted by a Republican Congress refusing to act on the patients' bill of rights" among other social policy items.

In the House, Democrats are worried that the pre-occupation with an impeachment inquiry will reduce the already dubious prospects for passage of \$18bn for the International Monetary Fund and back dues for the United Nations. The House appropriations committee yesterday was expected to vote only \$3.5bn for the IMF, resisting

pleas that the turmoil in the world financial markets requires more.

Congressman Barney Frank, a key member of the judiciary committee, bemoaned the loss of debate over health care and campaign finance. "There is a need for debate over globalisation, the volatility of capital, interest rates," he said, but these are obscured by the obsessive coverage of the impeachment inquiry. The congressman said the president's behaviour was "irresponsible" but "it doesn't justify impeachment."

The common refrain is the president's chances of rehabilitation depend largely on evidence in the special

prosecutor's report, which could be released today.

Republicans know that for impeachment proceedings to succeed, they must have a bipartisan approach. House leaders vowed that they would rise above party, but differences are already emerging.

While Republican leaders were planning to rush the report out on the Internet, minority leaders in both houses said Democrats did not want Congress to be so hasty. "There's a deep feeling in the (Democratic) caucus that the president has the right to see the material for a reasonable time before it's released to the public," said Richard Gephardt, House minority

leader. "There's a great desire for fairness. There's a great desire to do this in the right way. Members understand the importance of what's being done here."

However, Gerald Solomon, chairman of the House rules committee, proceeded to draw up a resolution authorising publication of the 445-page report.

Among the various groups which work closely with the White House, there was general weariness about the scandal which has obscured so many issues.

Healthcare and immigration reform are also potential victims of the scandal. "There is a great sadness among 'New Democrats' (centrists), said

Susan Aaronson, an historian. "This was the president that was to move his party to the twenty-first century, and he did succeed in making it the party of high tech and multilateral big business. But many Democrats feel ashamed and angry with him because he's put their party in jeopardy."

One environmental spokesman said that her organisation had been working on legislation to preserve rhinos and tigers but that the proposals were likely to be ignored this week when they were due to come under consideration. "No one cares about the sex life of a tiger or rhino," she said.

Starr becomes the whipping-boy for party faithful

Rank-and-file supporters are prepared to forgive and forget, in contrast to their congressional leaders, writes Adrian Michaels

Grassroots Democrats have had enough of Kenneth Starr, the independent prosecutor. In stark contrast to the anger and sharp criticism aimed at the president from congressional Democrats leaders this week, the party faithful are more inclined to the unrepentant line taken by Bill Clinton in his earlier statements and "apologies".

The timing could not have been better: 200 delegates at the annual Democratic Business Council issues conference in a push Washington hotel. One female delegate was irate. "I'm angry at Ken Starr. I'm angry at the existence of a Ken Starr. As I look back at the McCarthy era and wonder what we were doing, our children will look back at this and think the same thing."

She was joined in her view by a delegate from North Carolina: "I think everyone's heard enough [of Starr], the people working for the party have an agenda, the things they believe in. People want this to move forward, it has overshadowed the good work they've done."

Yesterday's all-day meeting, organised by the Democratic National Committee, brought committed Democrat business people, rank-and-file supporters and party workers together from across the US.

Dodging the swinging boom microphones of the

media scrum, they first ducked into a closed breakfast address by Robert Rubin, Treasury secretary. "He made a couple of good quips and was pretty realistic about the Asian and Russian situations," said one delegate - and were later addressed by Al Gore.

The vice-president's first engagement of the day was a study in avoidance. He gave a speech announcing new data showing that last month was the warmest August on record.

The delegates seemed a little reluctant to talk politics, and were adamant when pressed that the party's chances in November's congressional elections had not been harmed.

"People [the media] are overplaying it," said one. "I don't care. Nobody cares. It's none of our business." Her husband, a musical instrument manufacturer, joined in: "We're very positive about the administration and the first family."

The faithful's view seemed to clash so sharply with the attitude of the party's leadership that one wondered if the congressional Democrats had overreacted, even panicked, at the thought of faring badly in the elections. But the delegates disagreed. "The party is not panicking," said one from Baltimore, Maryland. "The staunchest supporters will double their efforts, the

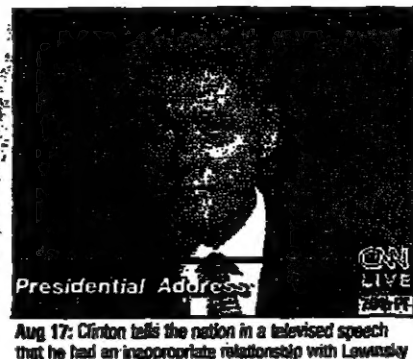
party will rally." Meanwhile, more Clinton supporters from outside the capital were banding together. A "newly formed group of citizens and legislators" calling itself Americans to Save the Presidency gathered at the district office in Virginia of Democratic Congressman Jim Moran. The group, calling Mr Moran "a leader of the treasonous 'New Democrats' trying to stampee President Clinton into resigning", comprised mostly state politicians from across the US.

Perhaps the state senators and representatives were worried that Democrat candidates in the elections would be asked to talk of nothing else on the stump, a fate the president has suffered at all his recent public appearances. Back at the hotel, the Baltimore delegate did not agree: "Democrats are not being ambushed. They are carrying on with business. It's not hard to get the message out because we're the only party with a message."

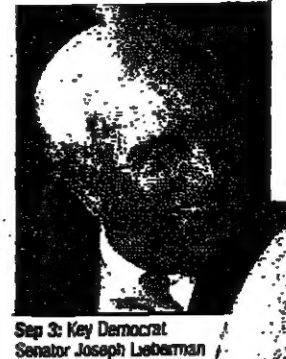
There was one mildly dissenting view: "I can't see Democrat voters moving away from an incumbent to let in, say, a Republican from Iowa. But a non-incumbent Democrat might have trouble trying to raise other issues." This from a bemused banker, at the hotel for a different conference.



Aug 6: Lewinsky testifies to grand jury



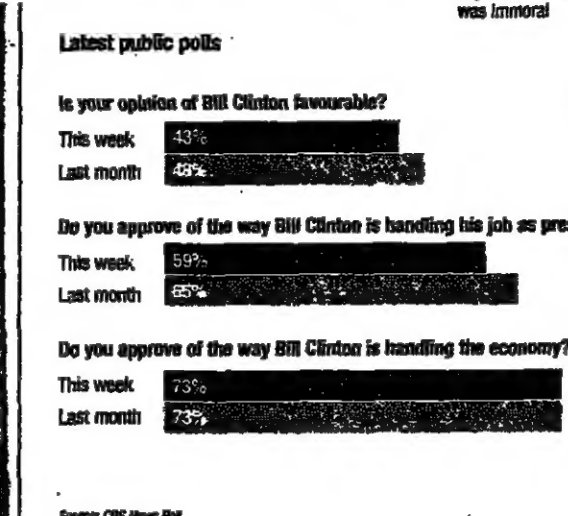
Aug 17: Clinton tells the nation in a televised speech that he had an inappropriate relationship with Lewinsky



Aug 3: Key Democrat Senator Joseph Lieberman says Clinton's behaviour was immoral



Aug 9: The Starr report arrives at Congress



The fall from grace of a man doing a good job

Impeachment: just start of a painful process

By Richard Wolfe in Washington

If it were to happen, impeachment would be just the start - not the end - of the painful process of charging the US president or other officials with what the constitution calls "Treason, Bribery or other high Crimes and Misdemeanors".

Impeachment is merely a charge or indictment, which must begin in the lower House of Representatives with a simple majority vote.

The actual trial of the accused would be conducted in the upper

branch of Congress, the Senate.

The chief justice of the US would preside over the trial of a president, followed by a debate among senators in closed session. A two-thirds majority of senators present would be needed for a conviction.

Punishment would take a single form: the removal from office. Its primary purpose is to protect the public office from corruption and falling into disrepute. However, criminal charges could follow in the traditional courts.

The process of impeachment would start

with the House voting for a resolution ordering the judiciary committee to investigate the charges. That initial step began yesterday with a resolution in the House to direct the judiciary committee "to undertake an inquiry into whether grounds exist to impeach William Jefferson Clinton, the President of the United States".

For the Founding Fathers, impeachment was intended to be a complex constitutional process - not a means of waging political war. The exception was the Republican-led impeachment of President Andrew

Johnson in 1868. President Johnson, a southerner, was accused - among other things - of speaking disrespectfully of Congress in a loud voice.

The trial, based on 11 articles of impeachment, lasted for three months and centred on the sacking of Edwin Stanton, war secretary. The Senate voted to convict the president, but missed the two-thirds margin by one vote.

In 1974, the Watergate scandal led to a very different impeachment process. The House judiciary committee voted in favour of resolutions charging that

President Richard Nixon had helped to cover up the Watergate break-in. But he resigned before the House voted on impeachment, after releasing a transcript of taped conversations revealing his own role in the cover-up.

His departure from office came only after Republicans went to the White House to say they could no longer support his presidency.

He was never tried for his involvement in the Watergate burglary and cover-up, because he was pardoned of all crimes by his successor, President Gerald Ford.

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Microsoft counter-attack pulls in entire computer industry

The group appears to be seeking evidence of conspiracies by rivals to undermine its market position, writes Louise Kehoe

Microsoft's antitrust battles are threatening to engulf the entire US computer industry as new allegations and counter charges involving several of the industry's largest companies are dragged into the case.

Less than two weeks before the scheduled start of the landmark antitrust trial against Microsoft by the US Justice Department and 30 state attorneys-general, the complex relationships between the software giant's rivals and partners are coming under increased scrutiny.

Microsoft has issued subpoenas to Apple Computer, International Business Machines, Intel, Netscape Communications, Novell, Oracle and Sun Microsystems demanding information about their "efforts to collaborate in competition with Microsoft". The companies have been "doing everything Microsoft is doing, and possibly more," Microsoft said. Intel is already facing antitrust charges brought by the Federal Trade Commission.

Microsoft's subpoenas appear to be an attempt to seek evidence of conspiracies by rivals to undermine its market position. In effect, the company is saying that, if it is charged with antitrust violations, then several other companies should also face charges.

Microsoft said it had issued the subpoenas in response to "new and groundless allegations" introduced by the Justice Department last week. In a move to bolster their case against the software group, prosecutors added charges that the company had used its monopoly power to pressure Intel, Apple and others to drop multimedia software

Prospects of the trial getting under way as planned are diminishing

development efforts.

Until then the case had focused largely on allegations that Microsoft used its market strength to squash competition from Netscape Communications in the market for internet browsers.

Prosecutors have portrayed Microsoft as a bully, hitting out at its smaller rivals and demanding exclusive allegiance from its partners. However, by broadening the case the Justice Department has given Microsoft an opportunity to present a more detailed picture of its role within the computer industry and the complicated mix of rivalry and collaboration

in which it operates. Relationships among software and computer companies are often complex. The industry has coined the term "co-opetition" to describe how companies frequently compete vigorously in one market segment, only to co-operate in another.

Just this week, for example, Microsoft and Sun Microsystems are facing each other in a Californian courtroom in a dispute over Java, a software development technology. Yet on Wednesday Sun announced moves to make its computers run on applications designed for Microsoft's Windows operating system.

If Microsoft's rivals are to come under scrutiny, so too may its partners. Intel, the company's closest partner, has been the "handleader" of efforts to unify Unix, a widely used computer operating system, according to Larry Ellison, chairman of Oracle and an outspoken critic of Microsoft.

Intel acknowledged it had been "actively involved", but said it had not been a "leader".

Mr Ellison also charged this week that Microsoft had attempted to undermine another industry initiative, led by Oracle, to create standards for "network computers" (NC) - low-cost computers that could be linked to the Internet. The NC was



Gates on the offensive

presented as an alternative to personal computers running Microsoft software.

Mr Ellison alleged that Bill Gates, Microsoft chairman and chief executive, had pressured Digital Equipment to drop plans to build NCs. Digital, since acquired by Compaq Computer, is a strong supporter of Microsoft's efforts to move into large computer systems software. Yesterday Compaq declined to comment.

Amid the charges and counter charges, the prospects of the Microsoft antitrust trial getting under way as planned on September 23 appear to be diminishing.

A hearing on whether new evidence will be allowed to be introduced into the case is scheduled for next week. That hearing could determine whether Microsoft, or the entire computer and software industry, is on trial.

US trade hit hard by Asian crisis

By Adrian Michaels in Washington

The current account deficit, the broadest measure of US trade performance, leapt 21 per cent during the second quarter as the Asian economic crisis continued to hit exports, the Commerce Department said yesterday.

The deficit deteriorated to a record \$56.5bn in the period from April to June after a deficit of \$46.7bn in the first quarter. Most of the increase came from the merchandise trade deficit which rose to \$64.8bn from \$55.7bn.

The increase means the current account deficit for this year could top \$200bn, which would be the worst figure since records began after the second world war.

The trade surplus in services improved slightly but was more than offset by a deficit in investment income. Ed McKelvey, at Goldman Sachs in New York, said the current account figures were largely in line with expectations. The rise was not all down to Asia, he said. Some had come from a drop in exports to Europe and also from the strength of the US economy.

The Labour Department announced that initial unemployment claims rose 8,000 to 312,000 last week, mostly because of the strike at Northwest Airlines. This was the highest figure since mid-July.

adviser hits at air

Loss of duty-free duty

PMG 'bottled up

MONETARY POLICY INTEREST RATES ON HOLD BUT MAY BE CUT IF INTERNATIONAL CONDITIONS WORSEN

Central bank issues rare 'risk' warning

By Richard Adams and David Wighton

The Bank of England, the UK central bank, yesterday said it was ready to cut interest rates if the international economic situation worsened.

After voting to keep official interest rates unchanged at 7.50 per cent, the Bank's monetary policy committee took the unprecedented step of stating that it had discussed "the potential impact of recent international and domestic economic developments" on the UK.

"Although the committee judges that the current level of interest rates is necessary to meet the inflation target, it recognises that deterioration in the international economy could increase the risks of inflation falling below the target. The committee will continue to monitor these risks," the Bank said.

Trade union body revises growth forecasts downwards

The Trades Union Congress has revised down its forecasts for the UK economy in 1999 as a result of the worsening global economic slowdown, it announced yesterday. Robert Taylor writes. The TUC now expects a UK annual growth rate of 1.25 per cent next year, down from 1.50 per cent in its summer projection. It also believes registered

unemployment will increase by 230,000 by the end of 1999, compared with the 200,000 increase it expected in the summer. It also warned the pound would continue to look "vulnerable outside the stability of European monetary union, caught between the dollar and the euro". The organisation also believes the slowdown in world trade will put pressure on UK

exports. But it says an "outright recession" can still be avoided in the UK if the government's economic policy can ensure stability over the coming year. It also calls for a cut in interest rates, a managed exchange rate policy with a commitment to a DM2.50 target rate for entry of the pound into the euro and a "regionally-targeted public investment programme".

cent by the end of this year. Sterling sank by two pence against the D-Mark during the day to DM2.845, the pound's weakest level against the German currency since last October.

The Confederation of British Industry, the employers' group, said the depressed outlook for the UK economy meant a cut was urgently needed.

The CBI's distributive trades survey for August found that 34 per cent of retailers reported a fall in annual sales growth, while only 32 per cent said sales had increased. "The latest evidence on inflation has generally supported the view that the upward risk to the inflation target is subsiding, whereas the downward risk to growth is becoming more serious," said Kate Barker, the CBI's chief economist.

"Our concern is that busi-

ness will have to continue to endure the slow torture caused by the combination of high interest rates, a strong pound and economic turmoil abroad," said Ian Peters, deputy director of the British Chambers of Commerce.

The Bank of England's statement followed an unusually candid remark by Tony Blair, the prime minister.

He said in a television interview on Wednesday night: "If we get over this interest rate peak - as I hope we may be - and the pound is already coming down gently in the way it should... then we have the best chance of long-term stability for the future."

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Euro poll may open old wounds for leader of opposition

Disagreements have dogged Conservatives since UK entry to the 'Common Market', says Deborah Hargreaves

William Hague, leader of Britain's opposition Conservative party, runs the risk of reopening old wounds with his decision this week to ballot members on the European single currency.

Disputes about UK membership of the European Union have dogged the party since Edward Heath, the former Conservative prime minister, adopted membership of what was then the European Community, or Common Market, in 1972. Sir Edward, who has remained firmly pro-European, said Mr Hague's latest move was "absolutely unjustified". He added: "The rest of the country and Europe will just regard it as a 'smart-alec' attempt by Mr Hague to get his own way without proper discussion within the party."

Mr Hague said on Monday he would bring forward a planned poll of party members on the euro and announce the result on the eve of the party's annual conference on October 6. He hopes that endorsement of the party stance against the single currency will discourage the embarrassing disputes over Europe that have dominated the party's conferences in previous years.

But Mr Hague has been warned by Chris Patten, the last governor of Hong Kong and former party chairman,



Flashback: Conservative prime minister Edward Heath hoped to end bickering when he signed Britain's acceptance of European Community membership in 1972. But his party's long internal dispute about Britain's place in Europe had scarcely begun. Popperfoto

that the poll will not heal Conservative divisions over the single currency.

Mr Patten said prominent pro-European Conservatives such as Kenneth Clarke and Michael Heseltine would speak out against the leadership's opposition to the euro. Mr Clarke, who was chancellor of the exchequer in the former Conservative government led by John Major, was defeated by Mr Hague in the leadership election caused by the resignation of Mr Major last year. Mr Heseltine was Mr Major's deputy.

Mr Hague has ruled out Britain joining the single currency for 10 years. Mr Clarke wants the party to keep an open mind; he has said his views are well known and he will not be changing his mind.

"The vote will go William's way, but I don't think the debate is over," Mr Patten said. "I would much prefer us to have tried to find an honourable compromise which would have put off any final decision and let the

party fight, if it came to that, on different sides of a referendum."

Tony Blair's Labour government, which ousted Mr Major's administration in the national elections of May 1997, has pledged to hold a referendum on Britain's membership of the single

currency in the next parliamentary term. Baroness Thatcher, the former Conservative prime minister deposed in 1990 partly because of her strident anti-European views, has thrown her weight behind the Mr Hague's decision to ballot party members. She believes it should go further and pledge never to give up sterling.

Lady Thatcher is still influential among right-wingers who would prefer to see Mr Hague taking a stronger line and the poll threatens to reopen the deep rift within the party that virtually tore it apart in Mr Major's final years in office. Mr Major, who has backed Mr Hague's decision to call

who are equally vociferous. Mr Hague has said he would not expel party members who oppose his stance on the euro, but they would be "increasingly on their own".

He added: "The best way for the Conservative party to set about winning the next election is to sort out this problem that has dogged us for years, to confront it, to deal with it and to move on."

His words echo Mr Major's plea to the party in July 1995 after he called a leadership vote - a staggering move for the governing party in mid-term.

Mr Major won. But instead of uniting the party, the acrimonious campaign served only to deepen its divisions. His rival in that election was John Redwood, who resigned from his government to oppose him for the leadership.

Mr Redwood is now the party's chief industry spokesman and plays a big role in reminding Mr Hague of the strength of anti-euro sentiment in the party.

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NY move signals change in Foreign Office

By David Wighton, Political Correspondent

The government is to invite applicants from the private sector for the post of director of trade promotion in New York as part of the Foreign Office's modernisation programme.

Derek Fatchett, a Foreign Office minister, said the government wanted to widen the field for what was a very important job. "It may well be that a civil servant turns out to be the best person for the job but this is an important way of invigorating the Foreign Office," he said.

Mr Fatchett announced the move after publishing the recommendations of a panel of advisers set up to advise the government on how to improve the image of the UK. The panel proposes using the experience gained from the successful New Images campaign in Australia by launching co-ordinated campaigns in Germany, Brazil, Poland, China, South Africa and a region of the US.

Mr Fatchett said polling evidence suggested that the Australian campaign achieved a significant change in Britain's image, which had been of an old-fashioned country incapable of change.

The recommendations include making greater use of embassies and residences as "showcases" for modern Britain and setting up an award scheme for those representing the best of British overseas.

The plans also call for the development of "one stop shops" in many countries bringing together Foreign Office staff with tourism promotion and bodies such as the British Council. "We should also look at the possibility of including private companies," they say.

In Britain, the panel stresses the importance of improving "presentation" at Heathrow and Gatwick airports. Mr Fatchett conceded the government had only "limited control" over the airports, which are run by BAA. But he said the first impressions created were "incredibly important". It was vital "to make sure that there is a degree of warmth about the welcome they receive", he said.

Following the criticism of the idea that the panel would be promoting "Cool Britannia", its report is deliberately low-key and includes no reference to pop music. Mr Fatchett insisted that the omission was not deliberate and the government recognised the importance of popular music in terms of Britain's image and overseas trade.

AVIATION INVESTIGATOR SAYS ADVANCED CONTROL SYSTEM NEEDED 12 YEARS TO DEVELOP

Adviser hits at air traffic centre timetable

By Michael Skipinker, Aerospace Correspondent

The consultant engaged by the air traffic control service to report on computer problems at its new centre says the project suffered from an over-ambitious timetable and poor communication between managers and technical experts.

But Nigel Horne, chairman of Alcatel UK, says the £338m (£568m) centre at Swanwick in southern England is technically viable and most of its problems have been resolved.

The control centre, seen as the world's most advanced, was to open in 1996 but will not begin operating before 2000 at the earliest. The National Air Traffic Services

Loss of duty-free may push up charges, says airport

Birmingham Airport, the UK's fourth biggest, will today warn charges might have to be raised to cover the loss of duty-free sales. They accounted for half last year's profits, writes Juliette Jovitt in Birmingham. Brian Summers, managing director, said price pressure

from low-cost carriers is also hitting airports, which are also struggling with growing European Union regulation and the strong pound. The airport's results for the year to March 31 show turnover increased 7 per cent to £77.7m (£128m) on the back of an 11.5 per cent increase in passengers. Pre-tax

profits were flat at £20.3m after an exceptional cost of £24m towards the airport's £260m development. The airport, which receives a cut of the profit margin on duty-free sales, expects to lose 70 per cent of this revenue when sales for other EU countries are abolished as expected next year.

(Nats) was severely criticised by the House of Commons transport committee this year for its management of Swanwick.

The government, which seeks to privatise Nats, ordered its own inquiry in June, to be conducted by the

Defence Evaluation and Research Agency.

Mr Horne, a former senior executive at GEC and computer company ICL, was asked by Nats in January to report on whether the Swanwick system was viable. He said in an interview that he

had concluded that it was. "It will work. There's no doubt in my mind," he said.

Mr Horne said the biggest problem had been that Nats managers had assumed in 1990 that they could complete the centre in six years when 12 would have been

more realistic. The computer system ran into difficulties but this was not unusual.

Mr Horne said the Nats managers' optimism appeared to have stemmed from the decision by the US Federal Aviation Administration to adopt a similar control system.

But the US abandoned the system, which was, Mr Horne said, far more complex than that proposed for Swanwick.

Communication between Nats executives and project managers from both Nats and Lockheed Martin, the US company responsible for the computer system, had been poor, Mr Horne said. "That's not an unusual problem and it's now been vigorously overcome."

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KPMG 'bottled up' personal data on sultan's brother, court hears

By Jim Kelly in London

Accountants KPMG "bottled up" information about the private financial affairs of Prince Jefri, the disaffected younger brother of the Sultan of Brunei, and as a result there was no real risk it could ever leak, the High Court in London heard yesterday.

Mr Ali Malek, a lawyer for the firm, said that "Chinese walls" meant KPMG could

decide to act for the Brunei Investment Agency on Project Gemma - an investigation into the troubled sultan's finances.

Prince Jefri is seeking an injunction to stop KPMG acting for the BIA - which he headed until he was removed last year - on the grounds that the firm has intimate knowledge of his personal financial affairs which might leak.

Mr Malek said KPMG had a long relationship with the BIA, which was known to Prince Jefri, and audited "certain assets" in 1995, 1996 and 1997.

When the BIA wanted a firm to act in Project Gemma it had turned to KPMG. "This is not a case where this work could be done as well by any set of accountants," said Mr Malek. He added that the BIA "expected and required" KPMG to respect the confidentiality of

Prince Jefri's personal affairs.

Mr Malek said it was "hypothetical" whether the BIA investigation would target Prince Jefri or eventually lead to criminal issues being uncovered. He said there was no evidence to support such suggestions.

The court heard that Allen & Overy, the law firm, faced a similar situation to KPMG and had withdrawn from working for the BIA.

Mr Malek said solicitors could not be compared to accountants as the confidential information they held was very specific and there was only a small "overlap" between cases.

He said that as soon as KPMG began acting for Prince Jefri in the Manoukian case, codenamed Project Lucy, the accountants had erected Chinese walls. "The people working on Project Lucy knew this was

a very special client. The information was bottled up." Documents, both hard copies and electronic, were protected.

Mr Malek said KPMG was not working for both clients at the same time and that the firm had already given an undertaking in court that information would not leak. Mr Gordon Pollock, a lawyer for Prince Jefri, said that documents had been locked up in lawyers' offices, as had

NEWS DIGEST

INWARD INVESTMENT

Siemens may not repay grants for failed plant

Tony Blair, the prime minister, came under renewed attack over the failure of high profile inward investment projects after Siemens indicated it may not repay all £50m (£82.5m) of the government grants it received for the semiconductor plant it is closing. Lew Avis, personnel director of the plant in north-east England, was quoted as saying that the subsidies would be repaid only where they were "recoverable".

Siemens originally said it would "in principle repay all the grant". But in a TV interview on Wednesday Mr Blair was asked whether companies such as Siemens should pay back grants. "Not unless we want to start saying to foreign investors 'We are going to give you a different deal from the deal you can get in other countries.' Don't think that other countries aren't desperate to attract people."

Siemens said it would wait to see which grants the government deemed repayable. It said this might not cover grants such as training subsidies for which the benefit was not lost if the plant closed.

John Redwood, the chief industry spokesman for the opposition Conservative party, criticised Mr Blair for not adopting a tougher position. "Since they offered to pay it all back Mr Blair should thank Siemens and ask for the cheque," he said. David Wighton, London

ELECTRONICS

Lite-On winds down plant

Lite-On Technology, a Taiwanese electronics company, announced yesterday that production will cease this month at its Mossend factory in central Scotland. The computer monitor manufacturer had already cut more than 200 jobs in May. The factory, for which there were once hopes for 1,000 jobs, opened 18 months ago. The workforce will soon be reduced to 10. The company blamed the acutely depressed state of the global monitor manufacturing industry.

Lite-On told Locate in Scotland, the inward investment agency, that it would maintain the plant in the hope of building up employment when market conditions improve. Gus Macdonald, Scottish industry minister in the UK government, said Lite-On's monitor operations were losing \$1m a month and it was closing production lines in other parts of the world. Brian Groom, London

UNIT TRUSTS

\$226m 'locked' in Malaysia

Imro, the fund management watchdog, revealed yesterday that UK unit trusts had £137m (£226m) invested in Malaysia when exchange controls were announced effectively locking in their money for a year. The figure was revealed following a meeting between the regulator and fund managers and trustees most affected by last week's move by the Malaysian government. Twenty-seven of the 177 UK unit trusts with an exposure to Malaysia are causing most concern. These funds, which have more than 5 per cent of their total invested in the country, have total assets of £700m and about 96,000 investors. The Malaysian government restricted foreigners selling shares from repatriating profits for a year. The move has hit open-ended funds, such as unit trusts or mutual funds, as they have to sell parts of their portfolios to meet redemptions by investors.

Four funds have suspended dealings in the past week because they hold about 20 per cent of their total £44m in Malaysian assets. Representatives from the companies running these funds - Fidelity International, HSBC and Jardine Fleming - were understood to have attended yesterday's meeting. The chief purpose of yesterday's meeting was to try to agree a way of valuing the investments even though they cannot be traded. Jane Martinson, London

CHANNEL TUNNEL RAIL LINK

\$4bn bond issue proposed

The government yesterday put forward proposals for the issue of £2.65bn (\$4.37bn) worth of guaranteed bonds to finance the rail link to the Channel tunnel between England and France, but ran into objections from some City institutions. The unusual nature of the issue, which would not be a conventional gilt issue nor a standard corporate Euro-bond was causing problems for some potential market-makers and investors. Schroders, the merchant bank advising the government on the link, unveiled plans for a two or three stage bond issue in meetings with bankers specialising in gilt-edged issues and with investors. The issue of government-guaranteed funding on this scale has no recent parallels and has excited considerable interest on the part of City institutions.

The government offered a guarantee for a total of £3.8bn of funding in June as part of a package intended to revive the project after the original financing proposals collapsed. The 110km rail link will be built in two stages between the Channel tunnel entrance and London St Pancras and will cut 35 minutes from journey times between England and France. Charles Batchelor, London

STATE HEALTH SERVICE

No price set for Viagra

The state health service has yet to agree how much it will pay for Viagra - or whether family doctors will be allowed to prescribe it - even though the male impotency pill is likely to be approved by European regulators next week. Pfizer, the US pharmaceuticals company that developed the sought-after drug, has proposed a price of £4.84 (£7.98) per 50mg tablet. It said this was in line with the US wholesale price. That has not yet been accepted by the UK Department of Health.

"We haven't fixed a price yet: that's still in discussions," said the department. "Viagra has the potential to be a great burden on the National Health Service." Pfizer yesterday rejected those claims. "A realistic estimate would suggest that the cost of treatment could reach around £50m after five years," said Ken Moran, chairman and managing director of Pfizer UK. Reports that Viagra could ratchet up an annual National Health Service bill of £1bn - compared with a total NHS drugs bill of £4.5bn - were "ludicrous". David Pilling, London

TECHNOLOGY & MANAGEMENT

BUSINESS LUNCH NICK HODGES, LONDON INTERNATIONAL GROUP

A round peg in a round hole

Condoms have come out of the closet. Go to a dinner and everyone wants to talk about them, the smiling LIG chief tells **Lucy Kellaway**

LIn the Daily Telegraph last week there was a letter remarking on the craze for photographing company chiefs alongside their products.

What a pity, the reader wrote, that we never see the boss of London International Group (manufacturer of Durex) striking intimate poses with his product.

The very next day I had lunch with Nick Hodges, chief executive of LIG, and I drew his attention to this vulgar little letter. "Oh I've done that," he said in an off-hand sort of way.

When I got back to the office I checked his picture file and, sure enough, there were countless pictures of this same exceedingly fat man standing by giant inflated condoms and of him and fellow board members drowning in packets of Durex Avanti, Fether-lite, Ramones Extra.

There were even pictures of him wearing LIG's second most famous product - Marigold rubber gloves.

In preparation for our lunch I had discovered that there are two things that make Mr Hodges happy - apart from promoting Durex and rubber gloves - good food and wine.

I had also discovered that he hates lateness.

The occasion started well. On the stroke of one we were both installed at our table at the Savoy River Room in London. He found oysters on the menu to eat, and a bottle of *grand cru* Chablis to drink.

He smiled constantly. Maybe he was very happy that day. Or maybe it was just a mannerism. Hard to say.

"I was an optician by training," he said apropos of nothing. The problem with being an optician was that it didn't involve selling, and there were no perks. "All my friends had fast cars, whereas opticians seemed to live in the dark."

So he dropped the idea of being an optician and went to work at Crosse & Blackwell where he could sell Brannstrom Pickle and

drive a company car at the same time.

"I was very good at maths, especially mental arithmetic. That was why I went into being an optician. It's basically a mathematics degree."

The wine was brought and a small amount poured into his glass. He looked at it. Sniffed it. Moved it about in his glass. Took a mouthful. Swished it about a bit in his mouth, and finally nodded. It was OK.

So, I said, what is 13 times 13? He roared with laughter and changed the subject.

He told me how he usually has a quick bite in the office canteen when he is in London but how 70 per cent of his time is spent travelling.

"Travel gets easier and easier. It's easier to get to Singapore than to get to Edinburgh."

There is nothing that he loves more than turning up in a strange place half way across the

'I was an optician by training. The problem with being an optician was that it didn't involve selling, and there were no perks'

world and selling them gloves and condoms, talking joint ventures and inspecting companies he might like to buy.

"We have scanned every condom company around the world and marked them down from the must-haves to the dogs."

Are there a lot of dog condom companies, I asked.

"There are unfortunately," he replied, shaking his head.

"We are - as you know - des-

perately trying to bring new products to market," he went on. "We have a number of new innovations. Not just colours or ribs. We've got Avanti, the non-latex condom. We've also got a donning device."

A what, I asked, and then regretted it.

"The donning device which automatically helps the male or female place it in position." He slipped an oyster into his mouth.

The problem, he explained, was that LIG needs new users. "If condoms are seen as an embarrassment to the act, they are going to be second best. I always say to my marketing managers that what they've got to develop is a product that people will be convinced is even more exciting with a condom than not having anything at all."

Isn't that asking the impossible?

He wrinkled his nose. "Yes," he said reluctantly, but continued to smile.

Several waiters crowded round swiping silver domes off plates. Mr Hodges stared at a large piece of meat. "I ordered liver," he said putting his hand on his substantial hip.

I too had been given the wrong thing. "This is turning into a nightmare!" For I minute I wondered if he was going to get cross, but he just laughed.

"So where were we?" he asked when we had been given the right dishes.

We were - of course - talking about condoms. How they were better than barbaric sterilisations, about how how Aids had - after a brief flurry of interest - done practically nothing to boost demand.

"Youngsters don't think they are going to get it," he said, shaking his head.

"Condoms have come out of the closet a great deal," he went on. "It used to be more of an after dinner conversation for men. Now you go out to dinner and everyone wants to talk about condoms."

Doesn't he ever want to talk about something else?

"I never get bored with talking about the job. I get bored with hearing the same jokes."



Two things make Mr Hodges happy, apart from promoting Durex and rubber gloves: good food and wine

Jason Orton

He refused any more wine - he had actually eaten and drunk very little for a man of his girth, and his enthusiasm.

"I try not to drink at lunch and have two days a week when I don't drink at all," he explained. He then tells me that he is fit and that he has a swimming pool at his home in Buckinghamshire which he uses on most days.

"I can still race anyone down the airport concourse," he insisted.

Mr Hodges is an odd mixture of humble and arrogant. On one hand he tells me how shameful it is that he speaks no foreign language, and how he would have benefited from going to business school.

Yet on the other he is in no doubt that he is perfectly qualified for the job in hand.

"Good leaders are born. It's in

their make up," he said. He describes how he became chief executive by accident five years ago at the age of 33, at a time when he had given up hope of rising beyond his position as a divisional director, but how he finds himself a round peg in a round hole.

"The job suited me ideally. It was what I should have had at 40. I've been most successful at this getting rid of them he is doing them a favour."

"It's better for them to change careers than to sit in a job they have been underperforming in."

"I have a fairly rigorous appraisal system and I like to surround myself with people who are winners - in all senses of the word," he said.

For the time being these winners aspire to his job in vain. Mr Hodges is enjoying himself far

too much to retire when he reaches 60 next year, and says he may go on for another four years yet.

"I've got a good life," he says, and proceeds to tell me that in his moments off he and his wife go to their second house near the French Alps where there are further tempting restaurants to sample.

"We go out to dinner, sit on the balcony."

Does he read, I ask.

"I do read," he says doubtfully, and then says that he really likes to read the newspapers and then choose on the balcony. Oh, and to watch rugby on the television.

He reached for the bill, but I said I was paying. "Very kind. Thank you very much. I must tell you that this is extremely unusual," he said shaking his head.



DAVID BOWEN
WEB SITE INSPECTION

Boeing's leading edge

There may be a truce in the air but on the web Boeing has outflown rival Airbus with a better performance all round

Boeing and Airbus may have declared a truce in their fight for market share, but one of the first Net Events, Farmborough Air Show this week can see that the rivalry is as fierce as ever. The web is another battleground - but not, I feel, a crucial one. The problem is that it is difficult to see just who the websites are for.

Companies intimately involved will be - should be? - plugged into intranets or extranets, and potential buyers of a 737 or an A330 are unlikely to use the site as a brochure.

Most visitors to the site are, I would guess, the general public or journalists, although Boeing has an extra constituency in its investors. Whatever, the US site is superior all round. Airbus's has good features, including useful summary sections and a good history bit, but many weaknesses.

The strangest, common to many Continental sites, is the lack of languages other than English: it is as though the companies are proving their internationalism by abjuring the use of French, German or whatever.

The home page is uninteresting, and where there should be a search engine or some other navigational guide, we find a rather jerky tickertape message about the Air Show.

The press section is adequate, but does not include print-quality downloadable photos.

Add to this reams of turgid speeches and one area that declares "The June 1997 issue [of a magazine] is now available", and we find a site that needs serious attention. Boeing's is a monster site: commercial aircraft take up only a fraction of it. It has a good newsway home page ("Flying Free Willy Kelko home on a C17 Globemaster", topical videos and a link to a Farmborough section) and good navigation.

Dropdown menus are a

blessing on a huge site like this, though they only operate within each section (you can't get anywhere on the site from anywhere else). Journalists can register and get access to *Boeingmedia.com* which has more information - and pictures - than anyone could possibly want. The investors' section is adequate, though unadventurous.

Overall, Boeing's site builds the brand better and is more useful. Airbus needs to work out who the site is aimed at - journalists seem the most obvious constituency - and concentrate on serving them better.

Airbus www.airbus.com
Overall ***
Design ***
Navigation ***
Boeing *www.boeing.com*
Overall ****
Design ****
Navigation ****

The builders of the Trades Union Congress web site in the UK sound pleased with

themselves. They were early on the Web, they explain, and the 1996 Congress was one of the first Net Events. Moreover, the current site features a "virtual building" where TUC staff can publish documents without any training.

They then make a strange admission: "This approach probably has some disadvantages for the user. The real advantage is the ease of use by those publishing the information."

Oh dear - this is easy fodder for those eager to denigrate the union movement. It's official: this site is built on that good Seventies principle: "The heck with the customers, as long as the workers are happy."

This site has masses of information, and dedicated union-followers wanting to track every speech and composite motion during next week's Congress will be able to do so without leaving home. But boy, will they get frustrated!

The home page, in dirty purple, has three separate

navigation elements, which is a confusing start. One of them is the virtual building, which should be easy to get around because it follows a well-understood metaphor. Well, it isn't.

Why the floors are some bits called corridors, and why is the "basement archive" sometimes, but not always, near the roof?

The democratic (ie, self-built) nature of the construction is evident in its quality, or rather lack of it. Vast amounts of turgid documentation, no attempt at clear summaries, text not lined-up, great gaps in the middle of lines. Usable if you are really determined - bewildering for everyone else.

The concept of having a web site that can be updated by everyone in an organisation is admirable, democratic and cheap. But that is no excuse for producing a site that is ugly, difficult to navigate and as user-friendly as a camel.

www.tuc.org.uk
Overall **
Design *
Navigation **

A useful site for anglophones trying to track the turmoil in the Japanese markets. IBJ Securities has gathered a mass of information internally, and has also provided links to English-language sites that range from the Ministry of Finance to the Japan Times. Latest Sumo results if you need to escape the gloom.

There is much to criticise in the site. Horrible colours, clunky navigation, a deeply tedious company information section. But for gathering all this useful information, and providing a brief summary of what we will find on them, IBJ should be thanked.

IBJ Securities www.ibj.jp
Overall ****
Design **
Navigation **
David Bowen is editor of Net Profit newsletter (*www.net-profit.co.uk*; e-mail *info@net-profit.co.uk*)

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YES, I MAY HAVE CLICKED THE WRONG WINDOW ON THE AIRBUS WEBSITE. SO WHAT?



John, in 10/10

THE ARTS

Meltdown mania is too high a price to pay

Colin Southgate's drastic short-term measures at Covent Garden mean the drama will run and run, argues **Andrew Clark**

What if they gave a party and nobody came? In the light of Sir Colin Southgate's announcement on Wednesday, in effect dissolving the Royal Opera for at least the next year, the re-opening of Covent Garden in December 1999 may be more of a wake than a celebration. For the price of a splendid pile of bricks and mortar, the Royal Opera House has lost a company. An opera company means musicians and their audiences: it means a tradition built over 50 years, it means palpable spirit, of the kind that triumphed in *Don Carlos* last month at Edinburgh. That is what is being sacrificed in Covent Garden's meltdown mania.

One of the most revealing parts of Wednesday's announcement was the eagerness with which the board sought to pin the blame for the continuing

mess on its predecessors - even though several members of the previous board, including Vivien Duffield, retain their positions at the Opera House. The losers are not just the artists and their public, but the taxpayer, who has ended up paying people not to perform.

In common with all other policy moves concerning the redevelopment, the decision to suspend operations has been taken too late and in desperation. But given the continuing crisis in public confidence and a hopeless balance sheet, it is difficult to see what else the board could do.

Meltdown is part of a public act of penance, of self-denial, in order to demonstrate to politicians and tabloid opinion-formers that the Royal Opera House has made up its mind to start afresh. Chris Smith, the cul-

ture secretary, has made vague pledges of increased subsidy if Covent Garden puts its house in order. Yes, more money - for fewer performances.

It seems incredible that, stopping performances in January the board will be able to make serious inroads on the deficit.

Clearing the decks of personnel is the easy part. Depending on negotiations

from next year's plans. Chorus and backstage staff have no such consolation. In these circumstances, Bernard Haitink's position as music director looks untenable.

The biggest omission in Southgate's statement is its failure to address long-term concerns about the opera house's artistic identity and management structure

despite all the politically correct talk of "audience development", London will have no opera of international standard for a year, possibly longer. Thereafter, Southgate says the number of performances will be reduced to two-thirds of previous levels. This is just one aspect of his statement which begs more questions than it answers. He provides no figures, for example, to show that by

over the next month, many will be retained on a proportion of existing salaries, so that the opera house has the manpower available for the re-opening. The Royal Ballet should remain reasonably intact, thanks to a tour of south-east Asia in April and a Sadler's Wells season next July. The orchestra will be reduced by 15 to about 80 musicians, and can salvage some foreign touring

It seems increasingly likely that a proportion of staff will be "bought off" with a package that promises marginally increased pay in the re-opened house, in return for concessions on working practices: part-time contracts (35 weeks instead of the current 52), no holiday pay, no television or radio fees, no overtime, more flexible rehearsal times. Some of this makes sense: with new

machinery backstage, the redeveloped theatre should be able to operate without a night crew, saving up to £1m a year.

The biggest omission in Southgate's statement is its failure to address long-term concerns about the opera house's artistic identity and management structure. Unable to attract a general director who could take overall responsibility, the board has now come up with the idea of appointing an executive director to handle day-to-day administration, alongside an artistic director who will put on the shows.

Who will be in charge? With the exception of the Netherlands Opera, which has no ballet troupe and no responsibility for running the Muziektheater, no leading opera company works on this principle - and even in Amsterdam, the relationship

between Pierre Audi and Truze Lodder depends on personal chemistry. When the Frankfurt Opera tried the experiment in the early 1990s, the company nearly foundered - and an administrator ended up in charge.

What the Royal Opera House needs is someone who can give confidence to an organisation that has in effect been destroyed. You can't separate artistic and administrative responsibilities, because decisions can't be neatly separated into "artistic" and "non-artistic". Every artistic decision has administrative and financial implications, and vice versa - a point Mary Allen, the chief executive sacked by Covent Garden earlier this year, failed to understand. Dividing responsibilities gives the board an open invitation to interfere - as it did all too readily last year, with

disastrous consequences.

The most mystifying part of Southgate's statement is its pledge to let the artistic and executive directors take responsibility "for setting up and managing the operative structure" for the new Royal Opera House. How can they have a free hand, if they inherit a set of agreements on working arrangements for the new house, to be rush-negotiated by October 26? These arrangements, made by the old team, will automatically tie the hands of the new.

A likely candidate for the post of executive director is Michael Kaiser of American Ballet Theatre. But it is hard to see how anyone, other than a cypher, will take on the job of artistic director, unless he or she has ultimate authority. The board's failure to attract a general director is an indictment of its current strategy, and the clearest indication that, far from drawing a curtain on its problems, the Royal Opera House is trapped in a drama which will run and run.



Purest Racine: Barbara Jefford with Diana Rigg, whose vowels are as handsomely sculpted as her face

Alastair Macaulay

Heroic power without courtly rigour

THEATRE

ALASTAIR MACAULAY

Phèdre
Albany Theatre, London WC2

In the new Almeida West End production of Racine's masterpiece *Phèdre*, the characters are wracked by massive emotion from first to last. Love and hate, loyalty and guilt, co-exist on the same pendulum. Every speech, every exit and entrance, is propelled by a helpless momentum. Each scene and each act become part of one large and fast whirlpool. The heroic power of Racine is vividly present, as are the formal elegance, the sonorous musicality, the controlled rhetoric. Ted Hughes's new version grasps the spirit of the original in a taut modern classicism. Everything falls on the eye and ear with splendour and passion. The pro-

duction, directed by Jonathan Kent, is nearly marvellous.

Nearly, but not quite. Absent are the courtly rigour of Racine and the analytical incisiveness with which he presents these characters' inner fires. In the greatest Racine productions, one is often exceptionally aware of stillness.

About Diana Rigg, I have one simple problem: I never believe a word she says. Everything about her is, of course, impressive. The vowels are as handsomely sculpted as the face, the dark vocal tone seems to have been glaze-fired, the shoulders are as hard as boulders, everything is on a big scale. *Phèdre* is the latest in a rich line of tragic heroines (Euripides's Medea, Dryden's Cleopatra, Brecht's Mother Courage) she has played for Kent. But, even when seized by blackest emotion, she seems always conscious of the effect she is making. There is about her an element of

camp, of calculated veneer, which robs her of sincerity. She is too busy being a Great Actress to be a great actress. Nor has she any lot of vulnerability.

As *Phèdre*, exemplifying the drive of the whole production, she is actually at her best: compelling, noble, urgent. In the penultimate act, she touches on a perfect note of bleak irony when she coolly views her dilemma: "I cannot hide even in Hell - My father, Minos, is the judge of the dead." Elsewhere, admittedly, her to-and-fro activity is relentless; even sassy. And her heroics, for all their power, remain external. An armour-clad performance.

The finest performance is Barbara Jefford's as her maid Oenone. Burnished words pour from her as she stands immobile: purest Racine. Julian Glover's Theseus, a little muzzy in consonants and bluff in manner, has sincerity without style. Toby Step-

hens's Hippolyte, fearfully handsome and woefully unfocused, has style without sincerity. David Bradley does wonders with the hard role of Theseus.

Thanks largely to the new Hughes version, you hang on the play throughout. His verse seems as if forged from rhythmic fragments of Racine: lambs and anaesthetics surge through it. Racine's rhyme-endings are replaced often by striking alliteration elsewhere, and his imagery and severe wit are a strong match for the original. He makes, however, one mistake: Medea was by no means *Phèdre*'s sister. The actors make other mistakes: the name "Theseus" should have two syllables and sound as if rhyming with "induce"; "Phèdre", however, should certainly not sound as if it rhymed with "mouse"; Theseus thinks his son has assailed not his wife's "virginity" but her "fidelity".

Maria Björnson's elegantly gorgeous designs give us a triple-tiered experience: Racine's era, with its view of ancient Greece, as seen through modern eyes. Venus, the play's presiding goddess, is twice shown: on one wall, as Bronzino's nude voluptuary being erotically toyed with by her son Cupid, on another wall, as a Cretan statue, leaning forward over the action like a hawk. The brass fanfares of Jonathan Dove's music, and the rich textures of Mark Henderson's lighting both make superb contributions. Through the stage windows, we almost continually hear the sound of the beating sea; but, at one point, it is replaced by human cries. Inside the palace, *Phèdre* and Oenone hear these cries and are stopped in their tracks.

Sponsored by AT&T. Albany Theatre, London WC2.

POP MANIC STREET PREACHERS

Furies are alive and smarting

The Manic Street Preachers are a salutary antidote to the unthinking hedonism which occasionally threatens to dominate pop sensibility. Tinged by a personal tragedy - the disappearance of guitarist/lyricist Richey Edwards three years ago - and genetically predisposed to Celtic gloom-mongering, they have never been the easiest of bands to digest.

The Manics' Welshness is pushed well forward in the mix of *This Is My Truth Tell Me Yours* (Epic). There is that challenging title for a start; a quote from Aneurin Bevan, hardly an iconic reference point for Britain's conspicuously unpolitical pop dandies. Then there is the R.S. Thomas extract on the sleeve, beginning "The furies are at home in the mirror; it is their address". Ominous, or what?

The furies, Welsh or otherwise, are alive and smarting on *This Is My Truth*. A lyrically bleak and almost painfully earnest work, only Mike Hedges' plump production values offer any compromise to the easy listener. The mood is set on the album's opener, "The Everlasting", a tender elegy full of melancholy chord changes and wistful asides. Most bands would be happy to end a work on such an equivocal note; the Manics instead use it to establish their provocative agenda.

The dramatic opener is immediately followed by "If You Tolerate This Your Children Will Be Next" ("The future teaches you to be alone, the present to be afraid"), the indignation of which is somewhat belied by the catchiness of the hook. This is a recurrent source of tension on the album, and not always effective. Too often, the whole affair is washed down with sweeping strings and repetitions of the chorus; the effect is slightly pompous, when a stripped down, more acerbic arrangement might have served better.

"Ready For Drowning" is a grim exploration of the state of their nation: repeated exhortations that "we're not ready for drowning" are abruptly climaxed by sullen surrender. "We are not waving, we are drowning." There is more helpless renunciation on "My Little Empire". A warm cello arrangement and subtle melodic line promise a shaft of hopeful-

ness, until Nicky Wire's scathing words kick in: "All of my sins are attempts to fill the voids, all of my voids they are filled with sin."

There is an unsmiling relentlessness about it all which is hard to take. Musically too, although there are interesting moments - the accordion and picked guitar interplay of "Born A Girl", the weighty crescendos of "Be Natural" - there is also a structural sameness about the songs which begins to irritate midway through the album.

Pehaps it is because fatigue has set in, but the major disappointments of *This Is My Truth* are reserved for the end. "Nobody Loved You" piles on the near-heavy metal power chords to

There is an unsmiling relentlessness about it all which is hard to take

bombastic, but rather shallow, effect, although it boasts the rare witty couplet: "You keep giving me your free air miles, what would I give just for one of your smiles".

And then, finally, there is the deeply disappointing "S.Y.M.L.M.", which stands for "South Yorkshire Mass Murderer" and is the group's attempt to deal with the Hillsborough football tragedy. The cynicism of the initial title is matched for cynicism by the ineptitude of the lyric: "The subtext of this song, I've thought about it for so long, but it's really not the sort of thing that people want to hear us sing."

This is desperate stuff, even for a band which treats a refreshing path through the casual cynicism which makes so much pop music massively unimportant. We are just beginning to acquire sufficient emotional distance from the events at Hillsborough to require thoughtful artistic responses, but this does not come close to fulfilling that demand.

Peter Aspdren

INTERNATIONAL

Arts Guide

AMSTERDAM

DANCE
Het Muziektheater
Tel: 31-20-551 8911
Dutch National Ballet:
Carlson-Humphrey-Tharp.
Programme of works by the three choreographers. Includes Carolyn Carlson's *Slow*, heavy and blue and Twyla Tharp's *In the Upper Room*; Sep 11, 13, 14, 15

OPERA
Netherlands Opera, Het Muziektheater
Tel: 31-20-551 8911
Götterdämmerung; by Wagner. New staging by Pierre Audi, conducted by Hartmut Haenchen. Cast includes Heinz Kruse, Jeannine Altmeyer and Henk Smit; Sep 12, 16

EXHIBITION
Kunstmuseum
Tel: 41-61-271 0828
www.kunstmuseumbasel.ch
A House for Cubism: the Raoul La Roche Collection. Display of works collected by the Swiss

banker and given to the museum in the 1950s and 1960s. Includes works by Picasso, Braque, Léger, Gris, Le Corbusier and Ozenfant; to Oct 11

BEIJING

OPERA
The Forbidden City
www.turandot-on-site.com
Turandot; by Puccini. Conducted by Zubin Mehta in a staging by Zhang Yimou. With the Maggio Musicale Fiorentino; Sep 11, 12, 13

EDINBURGH

OPERA
Edinburgh Festival Theatre
Tel: 44-131-529 6000
The Magic Flute; by Mozart. Scottish Opera production by Martin Duncan, conducted by Richard Farnes; Sep 16

FRANKFURT

CONCERTS
Alte Oper
Tel: 49-69-134 0400
● Los Angeles Philharmonic; conducted by Esa-Pekka Salonen in works by Salonen and Bruckner; Sep 12
● Radio Symphony Orchestra. Frankfurt; conducted by Leonard Slatkin in works by Enescu, Barber and Schumann. With soprano Linda Hohenfeld; Sep 11

OPERA
Oper Frankfurt
Tel: 49-69-21237 999
www.operfrankfurt.de/oper
● La Périchole; by Offenbach.

Conducted by Catherine Ruckwadt in a staging by Peter Eschberg, with designs by Peter Pabst; Sep 12
● La Traviata; by Verdi. In a staging by Axel Corti; Sep 11, 13

LONDON

CONCERTS
BBC Proms, Royal Albert Hall
Tel: 44-171-589 8212
● Chamber Orchestra of Europe; conducted by Nikolaus Harnoncourt in Beethoven's Missa Solemnis. With the Arnold Schoenberg Choir; Sep 11
● The Last Night of the Proms: Andrew Davis conducts the BBC Symphony Orchestra, Chorus and Singers in a programme including the European premiere of Hugh Wood's Variations for Orchestra, works by Gershwin, Thomas Adès and Parry. With baritone Thomas Hampson and piano soloist Jean-Yves Thibaudet; Sep 12

EXHIBITION
British Museum
Tel: 44-171-636 1555
Persian and Indian Manuscripts and Paintings: the Royal Asiatic Society celebrates its 175th anniversary with an exhibition of objects rarely seen by the public. The highlight is the Book of Kings made for Muhammad Jukī, one of the great Persian manuscripts of the 15th century; to Sep 13

OPERA
English National Opera, London Coliseum
Tel: 44-171-632 8300

● Otello; by Verdi. New production by David Freeman, designed by Tom Phillips and conducted by Paul Daniel/Mark Shananah. David Rendall sings the title role; Sep 11, 16
● Rusalka; by Dvořák. Conducted by Richard Hickox in a revival of David Pountney's production, directed by Lynn Binstock. The title role is sung by Susan Patterson; Sep 12

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● Werther; by Massenet. Conducted by Emmanuel Joel in a co-production with Théâtre du Capitole Toulouse staged by Nicolas Joel and designed by Hubert Monloup. The title role is sung by Ramón Vargas; Sep 12, 15

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● Chicago Symphony

Orchestra; Daniel Barenboim conducts works by Schoenberg, Wagner and Beethoven; Sep 12
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Yomiuri Nippon Symphony Orchestra; conducted by Gilbert

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VIENNA

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Musikverein
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● Chicago Symphony Orchestra; conducted by Daniel Barenboim in works by Wagner, Berg and Tchaikovsky; Sep 16

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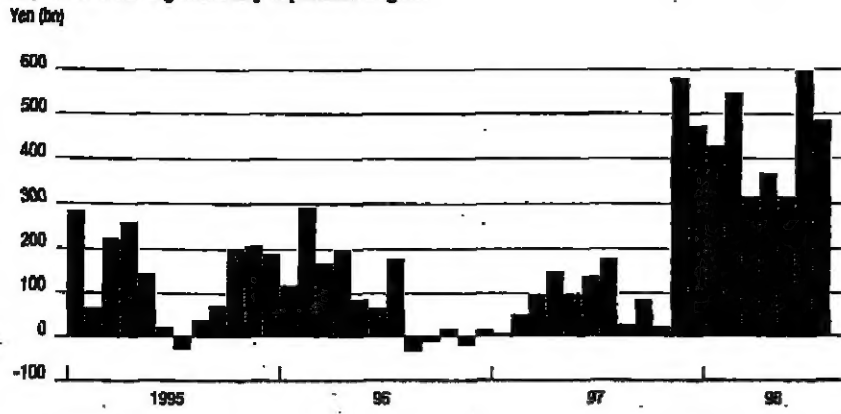
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COMMENT & ANALYSIS

Japan's double or quits

Gillian Tett asks whether Tokyo has begun its long-feared monetary expansion and considers the implication

Japan: has the big monetary expansion begun?



Source: Bank of Japan

Ever since the Asia crisis began, it has been clear that Japan is the key to reversing it. And ever since Japan's ailing economy began not responding to an old-fashioned fiscal stimulus this year, it has been clear that, in *extremis*, the country might go for an unprecedented monetary expansion, letting the yen go bang.

On Wednesday night, almost unwatched by the markets, the Bank of Japan announced that it had decided to ease monetary policy for the first time in three years, pushing interest rates down and money supply up, in an effort to stave off a deflationary cycle. The yen tumbled ¥4 against the dollar before recovering.

Has Japan begun that long-feared monetary expansion? If so, it is a double or quits decision. It might well help the domestic economy. It also shows that pressure is building up for a co-ordinated monetary loosening by the world's big central banks (yesterday, the Bank of England, while leaving rates unchanged, also said it would consider cutting rates if the world economy worsened).

But unless the US also cuts rates, Japan's decision would risk setting off a chain reaction of devaluations across Asia and Latin America, producing another round of global financial panic. The risk is real: emerging markets fell sharply yesterday, and a big monetary easing in Japan would increase the possibility of debt default in any country hit by a new wave of devaluation. If that were to happen, and if, say, a big western investment bank were to fall victim, then it could induce a crash in jittery global stockmarkets. As one worried trader put it yesterday, "The big question now is whether the Bank [of Japan] is going for broke."

The answer: not yet. By the standards of other central banks, Wednesday's announcement was complicated and timid. The official discount rate has been left unchanged at the record low level of 0.5 per cent. Instead, what the Bank has promised to do is to provide extensive

liquidity to "guide down" the overnight call rate - which is the important one in Japan - from the current levels of slightly under 0.5 per cent to around 0.25 per cent. Although this rate is set by the markets, the Bank can influence it by injecting more - or less - cash each day.

The cut itself will probably have only a limited direct effect, say economists. But the Bank's statement also included an intriguing pledge. For "irrespective of the guideline for the call rate," the Bank promised that it would "provide more ample funds, if judged necessary, to maintain the stability of the financial markets." In central bank-speak, this implies that the bank could inject more liquidity into the markets without changing its interest rate target.

This does not automatically indicate a new policy. After all, the Bank has been pumping extensive amounts of liquidity into the market since last November to calm the financial crisis by ensuring that weak banks could still borrow funds (see graph). This has resulted in a dizzying expansion of the Bank's balance sheet and left it acting as a key financial intermediary in the markets. But it has not yet produced a real monetary refutation - the kind that might boost consumer spending and drive up prices.

Most of the expansion reflects operations which are

the equivalent to short-term recycling of funds between banks. Bank reserves and bank notes - arguably, the best indicators of real monetary growth - have been growing at a fairly stable level of around 10 per cent.

The key question now is whether the Bank would - or indeed could - now try to expand the level of "real money". With interest rates now almost zero, monetary policy almost zero, monetary policy

The big question now is whether the Bank of Japan is going for broke

has now moved onto a new stage. To loosen monetary policy, the Bank needs to aggressively expand the money supply - probably through the purchase of government, corporate or bank bonds.

"If you are a central bank and you cut rates to zero and people still won't borrow money, then what else can you do?" argues William Campbell of JP Morgan in Tokyo. "You have to try and buy something with cash, and the only thing that the Bank can buy is bonds."

Might the Bank do this? Thus far, there has been little sign of it. One reason is that the Bank is sceptical

whether even "free money" would provide an effective way to boost growth, given that consumers and companies appear reluctant to borrow at any cost, even zero. "From a historical perspective we are in a liquidity trap," one senior government official recently said. Furthermore, until now the Bank has remained unconvinced by the arguments - being advanced by some western economists - that inflation will be eventually necessary to solve Japan's ballooning budget deficit. Pursuing a policy of deliberately stoking inflation, in other words, still seems a step too far.

But in recent weeks a new debate within the Bank has started, fuelled by the lively role that is being played by the policy board that was formed when the Bank gained independence over monetary policy on April 1. Some Bank watchers suspect that this could possibly produce a policy change further down the road. "I think the Bank is moving towards monetisation," argues Tetsu-fumi Yamakawa, economist at Goldman Sachs. "It is not there yet, but (Wednesday's decision) is one step in that direction."

This suspicion partly reflects the dire state of the economy and, above all, a growing concern that fiscal policy alone will not rapidly deliver growth unless it is accompanied by an additional boost from a weaker yen. There are fears, for

example, that the trillion yen tax cuts announced by the government may be saved, rather than spent. There is also concern that the impact of public spending projects has dropped, not least because cash-strapped local governments are apt to spend central bank subsidies on repaying debts, rather than starting projects.

But the more pressing issue is the financial sector. As politicians have squabbled over banking reform in recent months, the Bank's concern about a fresh financial crisis has risen. Pumping "real" money into the system to ensure that weak banks can raise funds thus appears increasingly tempting.

"Japan has clearly entered its darkest hour - a final rate cut was always seen as a doomsday response," says Mr Campbell. "What I am worried about is that this is a pre-emptive move against another bank failure." In other words, the real nightmare is the fragile state of the banking system, and, in particular, the possibility that there could be a run on the banks.

Thus far, the Bank denies that such a financial crisis exists. Without one, most economists still suspect that the Bank will stay its hand. Indeed, the creation of the policy board means that it may take a crisis to create the necessary consensus among the nine members. "The bank will wait for a crisis to hit before it starts monetising the debt," says Brian Rose, economist at Warburg Dillon Read.

But with the September 30 fiscal half-year point looming, the pressures on the banking system are building again. A fresh bout of turbulence in the international equity markets remains another looming threat. Though some Japanese officials are now hoping that the US could be tempted to cut its own interest rates in response to the Japanese move to calm global markets, Washington has not yet delivered any promises. If the US does not act and if the Asian crisis deepens, Japan may let the yen slide - whatever the outside world thinks.

LETTERS TO THE EDITOR

Global economy needs stabilising influence of a world central bank

From Mr David P. Faran, Sir, The global currency crisis now threatening the world economic order will surely plunge major regions of the world into political instability, or even chaos, if not checked by swift action at the highest levels of government.

The International Monetary Fund has done all it can within its limited powers to restructure the ailing economies of the world, but it has no mechanism for dealing

with the huge currency flows that determine international exchange rates.

A powerful world central bank should be set up to monitor large currency movements, act as global regulator, and re-channel currency reserves to those economies most in need; with the ability to ensure an orderly decline in exchange rates where perceived necessary to adjust for imbalances in

world trading patterns. A shift towards global management of currencies and exchange rates will lead to far greater financial stability within the world economy, and the advent of the euro in less than four months' time is only part of this trend.

David P. Faran, 1 Hawkwood Close, St Margarets Banks, Rochester, Kent ME1 1HW, UK

Regulator would be bad for UK football

From Mr Simon Bishop.

Sir, BSkyB's bid for Manchester United Football Club does indeed give rise to potential competition concerns. However, while there is no argument with the need to appraise these, the suggestion in your leader "Off side" (September 8) that football might require a regulator is perplexing. While football to many, me included, is as important as trains or electricity, this does not constitute grounds for external government regulation. Trains and electricity are regulated for good reasons: both industries contain elements of natural monopoly. Can the same really be said of football?

Indeed, many of the current concerns in the game stem not from a lack of external regulation but rather from direct or indirect government intervention. For example, a significant factor underlying the substantial increase in ticket prices is the government's requirement for football stadia to be all-seater, rather than because of anti-competitive or abusive behaviour on the clubs' part.

BSkyB's proposed takeover can also be seen as a reaction to interference in the way in which the Premier League is allowed to sell its rights. Currently, the television rights to the Premier League are sold collectively. To some, this smacks of a cartel arrangement that operates to the detriment of consumers. But such a view fails to recognise a number of important features of football. The central marketing mechanism currently in place is sensible for at least two reasons, including permitting some revenue sharing between clubs. Several studies have shown that uncertainty over match outcomes is important in generating viewer interest. The

revenue sharing arrangements that central marketing allows goes some way to maintaining a degree of financial, and hence playing, parity and therefore ultimately the long-run viability of the game.

However, these positive benefits are under threat from the restrictive trade practices court's investigation into the Premier League's central marketing arrangements. If the Office of Fair Trading's actions against the Premier League are successful, we can expect to see a widening disparity between clubs and little or no benefit for fans.

Football, like most industries, requires less government interference: not more.

Simon Bishop, senior consultant, National Economic Research Associates, 15 Stratford Place, London W1N 9AF, UK

A surprising lack of commitment to forecasting

From Mr Ben Niblett.

Sir, I was at the annual general meeting of GEC last Friday and was very surprised to hear Lord Prior, its chairman, answer a question about the increasing propor-

tion of military business in GEC's portfolio by saying that it was impossible for anyone to say what might happen in five years' time. He also said that it was foolish to forecast even six

months ahead. Is this how multinationals really work?

Ben Niblett, 151 Wolverton Road, Leicester LE3 2AL, UK

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We are keen to encourage letters from readers worldwide. Letters may be typed or handwritten. Letters should be typed and not handwritten. Letters should be typed and not handwritten.

In with the old

Yeltsin's latest choice for PM has the credentials to bridge the factions, say John Thornhill and Arkady Ostrovsky



Primakov: Homo Sovieticus incarnate

Having plumped unsuccessfully for youth in April by choosing a 35-year-old for prime minister, Boris Yeltsin has now nominated a man who is one of the few active politicians in Moscow older than the president himself.

The 68-year-old Yevgeny Maximovich Primakov is *Homo Sovieticus* incarnate: he is a former head of Russia's infamous spy service, a former candidate member of the Politburo, and was a member of the Soviet Communist party for 32 years.

Mr Primakov's nomination confirms how much Mr Yeltsin is now in full-scale retreat. Mr Yeltsin's one political touchstone has been that he has never backed down in the face of overt pressure from his enemies. But the Russian Communist party was yesterday exultant that it had forced Mr Yeltsin to change his mind and run away from a direct confrontation with parliament. It clearly scents blood.

Victor Chernomyrdin, who withdrew his candidacy as prime minister after being twice rejected by parliament, warned of a "creeping coup" by the communists. "The leftist opposition is suffering from an acute revolutionary syndrome and is counting on quickly dismantling the existing political and constitutional order, on removing the president," he warned.

Mr Yeltsin's nomination of Mr Primakov may yet be seen as the last desperate gamble of a failing president to shore up the credibility of his regime by placating his enemies and to ensure he leaves office with his dignity intact.

There is no doubt, though, that Mr Primakov is a supremely able figure who commands respect across Russia's political spectrum. The Russian Communist party admires him for his ability to project Russian influence abroad and continually twist Uncle Sam's coat-tails.

Under his direction, Russian foreign policy has always been hawkish in rhetoric - however mawkish it may be in practice. Mr Primakov's frequent forays into Middle Eastern politics and his close contacts with the Iraqi leader Saddam Hussein, whom Mr Primakov has known since 1969 during

his days as a Pravda correspondent, have been much appreciated by those Russians opposed to the development of a uni-polar world. But it has also turned him into a bogey-man among Republican congressmen in Washington.

In Moscow, Mr Primakov, a member of the politburo during the Mikhail Gorbachev era in the mid-1980s, appeals to some liberals, who respect him for preserving the better instincts of the old regime. Grigory Yavlinsky, the leader of the liberal Yabloko bloc, was Mr Primakov's loudest public sponsor in parliament this week. Mr Yavlinsky said parliament needed to confirm a prime minister who did not belong to any political party and would not be sacked within three weeks.

"He should have political authority, be known in the world and lack any desire to run for president. There is such a person. It is Primakov"

government's economic agenda. The Communists believe Yuri Maslyukov, the former head of Gosplan, the Soviet planning agency, will be appointed to a senior economic position. Market reformers, and most foreign investors, hope that Boris Fyodorov, the acting deputy prime minister, will be allowed to pursue tough monetary reforms based on the "Argentine model" of recovery.

The Yabloko faction also believes it will have some influence in shaping a more social-democratic agenda. Vladimir Lukin, a senior Yabloko deputy, suggested Mr Primakov was the best candidate to take over as prime minister and would pursue a more "civilised and lawful" form of market reforms.

"Primakov is a much more valuable man than some of the most favourite sons of the International Monetary Fund," he said.

"Primakov has a chance to create a consensus in the political elite, the parliament, and in society, which is a necessary condition for reforms."

On one rare occasion, Mr Primakov sketched out his own vision of economic reform. In a speech in London in June, he condemned the mistakes that Russia had made in trying to build a market economy - expressing sentiments that jarred with the pro-reform rhetoric then emanating from the government of Sergei Kiriyenko, the young prime minister who was sacked in August.

Criticising the over-tight monetary policies advocated by the IMF, Mr Primakov said Russia had to put more emphasis on creating the foundations for investment in the economy. "We did not pay enough attention to economic growth because we were focused on macro-economic financial stability at the request of the IMF," he said.

Mr Primakov pointed to President Franklin Roosevelt's New Deal in 1930s America as an example of how it was possible to rewrite the social contract between government and the people even in the bleakest of times.

It is a worthy long-term goal, no matter how nightmarish the immediate challenge may be.



Photo taken at the Westminster restaurant Le Cordon, Paris.

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Banking turn

FINANCIAL TIMES

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Friday September 11 1998

Mr Primakov's challenge

The nomination of Yevgeny Primakov to be Russian prime minister should at last end the vacuum of power in Moscow. Whether he can put together a government capable of pulling the country out of its political and economic crisis is another matter.

The ultimate survivor from the Soviet era, closely linked throughout his career to the KGB and its successor intelligence agencies, Mr Primakov can claim the remarkable feat of support from both Grigory Yavlinsky, leader of the liberal Yabloko group, and Gennady Zyuganov of the Communist party. He is the only senior Gorbachev man to have survived in Boris Yeltsin's government.

He may not be very popular in Washington, because of close ties with Saddam Hussein going back to his past as a top Middle East expert. But as foreign minister in recent years he has been popular at home as someone who stood up for Russia, for example in attacking the expansion of Nato. The most important thing, however, is putting together a new government, and then drawing up an emergency policy to stabilise the rouble. Mr Primakov says he will pursue economic reform, although he has criticised the last government - and the International Monetary Fund - for excessively strict monetary policy. But he may have to make concessions to the Duma to

ensure his approval as prime minister. There is a majority there for a return to old measures of the command economy, such as price controls and protection for industry. Those would be retrograde steps.

If he brings Yuri Maslyukov into a senior economic position, as the Communists want, it would mean a return to the past. He was once head of Gosplan, the state planning committee, and seems to have learned little of what makes a market economy tick since he left it. But if Mr Primakov puts Grigory Yavlinsky in charge of economic reform, western investors could rest more easily. He would pursue something much closer to a social democratic agenda. Moreover, both Mr Yavlinsky and Mr Maslyukov have said they would like to curb the powers of the financial barons who now control so much of the Russian economy.

If Mr Primakov is to please both factions, he will have to perform an extraordinary balancing act. His career suggests he may be capable of it. His intelligence connections may help to control the financial barons and regional governors who rival the government's authority. He is also a man without pretensions to succeed Mr Yeltsin, which means he is not a threat to any of the other contenders. But there is no evidence yet to suggest that he has the vision to get the Russian economy out of its hole.

Desperate times

Wary investors dismissed the Bank of Japan's 0.25 per cent interest rate cut on Wednesday as an act of desperation. But the Japanese authorities could prove their critics wrong if this is the beginning of a strategy to pull their economy out of deflation.

Although it may appear that the rate cut was prompted by the falling economy, it was more likely to have been aimed at the banking system. Frustrated that banking reform has been held up yet again in the Diet, the BoJ took the only action it could to ease the significant liquidity problems now facing many of Japan's weaker banks.

The macroeconomic impact of the interest rate cut will be small. If rates of 0.5 per cent do not induce borrowing, a rate of 0.25 per cent will do no better. It looks like a desperate move, and that is how the markets interpreted it. But there is just a chance that it might be the start of a new strategy. Hints being dropped by Japanese officials suggest that they are considering a shift to a policy of large-scale monetary expansion, via Bank of Japan purchases of financial assets held in the private sector.

Japan is caught in a deflationary spiral, where insufficient demand has led to falling prices, and falling prices are discouraging spending. A serious monetary expansion should create the expectation of inflation, and spur consumers to get their yen out

from under their mattresses again. The Bank of Japan could even introduce a money supply or inflation target to try to change expectations.

This policy would help increase corporate and banking sector liquidity, improving the chances of a recovery in lending, and could have the useful side-effect of reducing the government's debt burden if the Bank of Japan buys up government bonds.

The rate cut has already sent the yen down sharply, and a policy of monetary expansion would send it sliding further. Yen weakness would provide Japan with a further expansionary boost. But it risks triggering more regional devaluations. Set against this, if Japan can pull itself out of recession, it could pull the Asian economies out with it.

It would be a risky policy. But given the severity of Japan's economic situation, it could be the best hope. Combined with a further loosening of fiscal policy, and, crucially, with real progress in sorting out the financial sector and in other structural reforms, it might just have a chance of putting Japan back onto a reasonable growth path.

Alas, even this imperfect policy combination is unlikely given Japan's political deadlock. It remains more probable that the world's second-largest economy will continue to suffer the devastating effects of delay and indecision.

Banking turn

British trade union leaders seemed to be shouting into the wind for a cut in interest rates to avert the danger of recession. Yesterday's Delphic statement by the Bank's monetary policy committee might suggest that it heard their cries and is prepared to respond. Has it, and should it?

Firstly, it is clear that the MPC has been listening to the message of a series of increasingly gloomy surveys. Yesterday's figures from the Confederation of British Industry on retailing confirmed recent evidence that the economy is slowing down - possibly quite sharply.

The Bank's statement focused on the further threat to the world economy from financial turmoil. The impact for the UK has been offset only slightly by the 5 per cent fall in sterling from its April peak. Since the Bank's August Inflation Report, many independent economists have revised down their forecasts for the UK economy. Goldman Sachs, the investment bank, said yesterday that it expects growth to come almost to a standstill by next summer, with the threat of outright recession if the financial crisis worsened and equities collapsed.

Similar thoughts, no doubt, lie behind the MPC's two-sided statement yesterday. It said its present interest rate of 7.5 per cent was needed to meet its 2.5 per cent inflation target. But, echoing Alan Greenspan, chairman of the US Federal Reserve, it also said it was anxious about a deteriorating world outlook.

This was a pretty clear signal that the next move will be down. But when? If it hangs on too long it could help to cause a much deeper recession than is needed to control inflation. If it eases too fast, it might fail in its primary duty. So should it now balance concern for jobs against inflation?

Formally it is not allowed to do this, but yesterday's statement was a reminder that, as recession looms, the Bank's inflation objective can pull two ways. Just as it must moderate growth on the upswing to prevent inflation from exceeding 2.5 per cent, so it must stimulate the economy as growth slows to stop inflation undershooting.

This gives it less flexibility than trade unions would like, because unemployment must now be allowed to rise - perhaps by 500,000 - to bring the economy back to a non-inflationary path. To achieve this the Bank would need to lower rates very cautiously, until it is convinced that the domestic economy and private sector wages are responding to the treatment.

Even the most predictable and anticipated of political events can have a dramatic resonance that leaves a nation momentarily in shock.

So it was that the long-awaited 445-page report of Kenneth Starr, the independent prosecutor investigating allegations of criminal wrongdoing by President Bill Clinton, landed on Capitol Hill this week with a thud that is still reverberating around the US.

Ever since the first revelations almost eight months ago of Mr Clinton's relationship with Monica Lewinsky and his alleged efforts to cover it up, it has seemed inevitable that Mr Starr would complete his investigation with what amounts to a recommendation that Mr Clinton be impeached.

But the sudden realisation of the historical significance of the moment seemed to leave most of Washington shaken and, for once, genuinely sombre.

"Next to declaring war, this is probably the most important thing we do," said Richard Gephardt, the leader of the Democrats in the House of Representatives. "It's a lousy job. But somebody's got to do it," said Henry Hyde, the chairman of the House Judiciary committee who will lead the first phase of what are now virtually inevitable impeachment proceedings.

With his judgment bear at hand, Mr Clinton is about to suffer the ignominy of becoming only the third president in the 222-year history of the American republic to face the formal process of impeachment (Andrew Johnson and Richard Nixon were the others). Within days Mr Hyde and his colleagues will go through the charges in the Starr report and determine whether they constitute the "high crimes and misdemeanors" specified in the constitution as sufficient for impeachment. If so, the House of Representatives must decide by a simple majority whether formally to impeach - that is, to charge - the president. If the answer is yes, he will stand trial in the Senate, where a two-thirds majority is needed to find him guilty.

Perhaps curiously for a matter of such magnitude, the outcome will depend on the same factors that determine any ordinary adversarial trial - the strength of the accusations in Mr Starr's report, and the countervailing strength of Mr Clinton's defence. But unlike any ordinary trial, this is an intrinsically political process. While Republicans and Democrats alike will do their best to consider the evidence dispassionately, the constitution deliberately left vague exactly what constitutes "high crimes and misdemeanors". Members of Congress must make a political judgment about what is in the national interest just as much as they must reach a verdict on the weight of criminal evidence. It is on this last crucial factor that the coming debate seems likely to turn.

The evidence, in 36 weighty cardboard boxes, for the moment sits under armed guard in a remote congressional storeroom, unseen by any member of congress. The main report itself is expected to be made public today. According to lawyers familiar with the details, it spares Mr Clinton nothing.

It is understood to say the president perjured himself when he testified in the Paula Jones sexual harassment case in January

Clinton boxed in

The president's hour of judgment is at hand. Gerard Baker considers the significance of the Starr report and the defensive options that still remain to the White House



that he did not have sexual relations with Ms Lewinsky; that he again perjured himself before the criminal grand jury last month when he acknowledged a relationship but said his earlier remarks were legally accurate; that he orchestrated an obstruction of justice in the Paula Jones case by persuading Ms Lewinsky not to testify to a relationship and getting others to offer her inducements not to do so; that he

crimes will have successfully demonstrated that the president's wrongdoing was much more than "just about sex": it will describe a deeply corrupt man, bent on thwarting a legitimate legal process - the Jones case - a man whose motives and behaviour were every bit as criminal as those of Richard Nixon.

Unfortunately for the members of Congress who must decide Mr Clinton's fate, it seems unlikely to be that simple. Only the most ardent Clinton-bashers believe Mr Starr's report does indeed have the decisive evidence that will prove to Congress, beyond a reasonable doubt, that the president is guilty of these acts.

Instead, the trial that now in effect begins will muddle around in the vast grey areas between the extremes of irretrievable proof on the one hand and lack of evidence on the other.

Republicans clearly believe the report will at a minimum prove perjury and that Mr Clinton lied under oath about sex. The president's lawyers dispute that, though his defence still seems to rest shakily on legal and verbal sophistry about what constitutes "sexual relations". And unfortunately for Mr Clinton, Mr Starr's report is said to detail in graphic and semi-pornographic terms all kinds of sexual acts that will expose to ridicule not just Mr Clinton's denials, but the person of the president himself.

Antler alert Oslo's new \$850m international airport has suffered its share of problems - including the odd loose moose.

It seems that fencing off the 47-mile 210km/h rail link to Gardermoen airport, and spreading fox urine along the way, hasn't been enough to deter the determined deer, which have been gathering along the trackside deep in the forest.

Gardermoen NSB, part of the national rail company, has tried training the errant elk how to cross the line safely, coaxing them with food to the eight wildlife crossings.

Odd Einar Dorum, Norway's transport minister - one of the few in the world who doesn't have a driving licence - is taking a more robust view of avoiding moose mayhem on the tracks. "I would tell all the hunters to go there with their guns," he adds. "If you go by train, you won't hit one."

According to lawyers familiar with the details, the report spares Clinton nothing

Clinton is now embarked on a grovel offensive around the world

seven weeks - will become the crucial deciding factor. Republicans know that for impeachment to succeed, it must not be seen by the public as a partisan process. Republicans have a big enough majority to impeach Mr Clinton in the House, though not enough to convict him in the Senate, the final phase of the process. Even if they did have the votes, senior members of the party know that a significant number of Democrats must be persuaded of the case against the president

The other charges will be debated hotly in congress. At this early stage it is uncertain whether the perjury charge will be enough to oust Mr Clinton.

But the critical point is that it will be at this point that the debate turns into a broader question of whether Mr Clinton's behaviour makes him unfit for office. This is where the political judgment of elected politicians - most of them facing re-election in

seven weeks - will become the crucial deciding factor. Republicans know that for impeachment to succeed, it must not be seen by the public as a partisan process. Republicans have a big enough majority to impeach Mr Clinton in the House, though not enough to convict him in the Senate, the final phase of the process. Even if they did have the votes, senior members of the party know that a significant number of Democrats must be persuaded of the case against the president

Plan To Save The Franc Paris, Sept 10. M. Henri Queuille, France's Radical Premier-designate, who was late in appearing before the National Assembly to-night to seek approval of his Premiership, is considered to be assured of a comfortable majority. M. Queuille called for "discipline and sacrifice" to save the franc. "I do not ask you to show your personal sympathy, but for an engagement to exercise joint action for the salvation of the nation," he added. "France is passing through a grave crisis. The essential cause of this crisis is political disorder, which cannot go on without risk to the Republic regime."

U.S. Taxation Washington, Sept. 10. Tax collections by Federal, State and Local Governments amounted to an average of \$344 and 48 cents for each of the 144,000,000 population of the United States during the year ended June 1947. The Federal Government received the largest share, according to statistics compiled by the Census Bureau. Total tax collections were nearly a fourth of the national income for the year.

OBSERVER

Washington behind bus windows

There's nothing quite like an "inappropriate relationship" - that's a sex scandal to everyone but Bill Clinton - to fill the four buses around Washington. The peccadilloes of US politicians have become big business, with the cancaner brigade insisting on being shown where the nation's greatest have been brought to their knees.

There are the Capitol steps where Rita Jemetta spontaneously celebrated an election victory with husband Representative John Jemetta, and the tidal basin where Representative Wilbur Mills was found with stripper girlfriend Fannie Foxe. Gary Hart's townhouse on Capitol Hill, where he canoodled with model Donna Rice, was on the schedule until the neighbours complained.

Sex aside, there's the Old Executive Office building, where Fawn Hall and Oliver North enjoyed late-night paper-shredding sessions together and, of course, the infamous Watergate complex, where a burglary brought down a president.

"For a long time Clinton was pretty boring," says one of the actors playing the protagonists. "But a quickie in the White House grabs everybody's attention."

Four passengers have to watch

their Ps and Qs, though. If there's any backchat, "Kenneth Starr" - resplendent in bush hat and trench coat - retorts with the ultimate Washington threat: "Consider yourself subpoenaed."

Antler alert

Oslo's new \$850m international airport has suffered its share of problems - including the odd loose moose.

It seems that fencing off the 47-mile 210km/h rail link to Gardermoen airport, and spreading fox urine along the way, hasn't been enough to deter the determined deer, which have been gathering along the trackside deep in the forest.

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of assorted crimes - hasn't turned the ruling party UMNO into a quivering bunch of yes men. At least, not yet.

Ahmad Zahid Hamidi, head of UMNO's youth wing, made all the right noises about how prime minister Mahathir Mohamed had every right to sack his deputy, but has since stood at Anwar's side to show his support to his ally in reform. There's growing pressure from party loyalists for his resignation, but he cheerfully pointed out yesterday that, under the party's constitution, only the party president - Mahathir - can sack him.

Given the ease with which Mahathir expelled Anwar from the party, dispensing with Ahmad Zahid - and even throwing a string of legal charges at him - wouldn't be hard.

But Mahathir has so far held fire. Maybe the growing number of supporters showing up nightly to hear Anwar preach reform on his front lawn suggests that another sacking might just drive more alienated Malaysians straight into the arms of his main political opponent.

AT&T's Unix System Laboratories and Tandem Computers, Phillips seemed a touch staid.

But it's not all straight faces and profit warnings. Yesterday Pieper told a computer bunnifunt in Portugal about a new gizmo that's wowing them in the nightclubs of Tokyo. The button-sized device is pinned to the clothing and programmed with the owner's likes and dislikes - including tastes in partners.

It lights up like a glow-worm on heat when a like-minded individual comes into range. Very Japanese - but what will the stolid burghers of Brabant make of it?

Roofing slate

The US Treasury isn't having much luck repairing damage anywhere in the world - even in its own stately Washington headquarters at 1500 Pennsylvania Avenue.

After a fire caused part of the roof to fall in two years ago, Congress approved enough funds to patch and mend the old place - built between 1838 and 1869 - but not enough to restore the full grandeur.

Nine former Treasury secretaries are fundraising to put the offices back to the way they were. Having failed to stop the roof falling in on the world's economies, a Greek revival-style roof looks like safer territory.

Financial Times

50 years ago

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INSIDE

Indonesia's Astra to cut costs and restructure debt

Carmaker Astra International, Indonesia's flagship, almost sank under the Asian crisis, but now it is restructuring. Astra is cutting costs and offering its creditors a debt restructuring proposal in return for ceding majority control of its car production ventures and selling non-core businesses. Page 15

Hoechst sale continues streamlining

Hoechst, the German life sciences group chaired by Jürgen Dörmann (left), is to sell its Vianova synthetic resins division to the private equity arm of Deutsche Bank. Mr Dörmann is attempting to turn the once sprawling chemicals giant into a leaner company focused on pharmaceuticals and agrochemicals. The sale is valued at around DM800m (\$464m). Page 14

BTR shares fall 18 per cent

Shares in BTR, the UK group, plunged 18 per cent to a 14-year low, as another set of disappointing data forced analysts to cut profit forecasts by more than £100m (\$166m). Page 17

Swedish bank ups Hansapank stake

FöreningsSparbanken, one of Sweden's leading lenders, increased its stake in Hansapank, Estonia's largest bank, to more than 30 per cent in an apparent bid to frustrate an alliance between Hansapank and Skandinaviska Enskilda Banken. Capital Markets, Page 20

Coffee groups call for free imports

Indian coffee shipping groups have asked the government to allow the free import of robusta coffee from Indonesia to cover a shortfall in Indian supply. Commodities, Page 22

Foreign groups buy Panama stakes

Union Fenosa, the Spanish group, and Constellation Power of the US agreed to pay a total of more than \$300m for stakes in three electricity distribution companies in Panama. Page 16

Wassall trumps Cooper bid for TLG

Wassall, the industrial conglomerate, has trumped a bid by Cooper Industries of the US for TLG, the UK lighting group, with a £251m cash offer. News of the 176p-a-share bid sent TLG shares higher, on talk that Cooper could raise the offer it made last week. Page 17

Cantor hits back at suit from CBOT

The new Cantor Financial Futures Exchange, the first US "electronic" futures exchange, hit back at a Chicago Board of Trade lawsuit that challenges its authorisation, accusing CBOT of using "bullying and pressure" to retain its position. Capital Markets, Page 20

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COMPANIES & FINANCE: EUROPE

FRANCE ECONOMIC UPTURN IN WESTERN EUROPE GIVES BOOST TO PROFITS DESPITE CRASHES IN RUSSIA AND ASIA

Banks offset effects of financial crisis

By Samer Iskander in Paris

The pick-up in economic activity in France and western Europe has helped French banks partially offset the negative effects of the financial crises in Russia and Asia.

Paribas yesterday announced first-half net income of FF4.21bn (\$722m), up 26 per cent from the same period last year. Profits at Banque Nationale de Paris were also up 26.6 per cent at FF3.93bn, while Crédit Com-

mercial de France rose 39.2 per cent to FF1.12bn.

The three banks reported strong growth in domestic operations, with deposits rising 10.5 per cent at CCF. BNP said the first half was "characterised by strong activity in terms of new deposits and the continuation of growth in lending, both to companies and individuals".

Paribas also benefited from the integration of Compagnie Bancaire, its retail banking operation.

"We are beginning to see the benefits of the merger," said André Lévy-Lang, chairman. "We can already feel the effects of growth in retail services."

Bank shares were among the worst performers yesterday in a falling market. While the CAC-40 index closed 4.89 per cent lower, Paribas lost 7.6 per cent to FF430, CCF 6.3 per cent to FF385.9 and BNP 8.7 per cent to FF337.8.

Analysts said the fall was technical, and not due to the

provisioning of Russian and Asian exposures. Shares had outperformed other sectors in previous sessions.

Provisions were in line with expectations, after Société Générale announced earlier this week that it was booking a FF2.5bn general provision in its first-half results "to take into account the emerging markets crisis". Its shares yesterday closed 11.8 per cent lower at FF241.

Paribas included in its first-half results FF2bn in

provisions linked to the Russian and Asian crises, covering 35 per cent of its exposure to these markets as calculated at the end of August.

BNP also raised its provisions by FF1.9bn to FF4.9bn for the five troubled Asian economies - South Korea, Indonesia, Malaysia, the Philippines and Thailand. The bank said its Russian exposure amounted to FF4.3bn at the end of July, consisting of FF2.8bn of foreign currency-denominated sovereign debt.

The outlook for the second half, however, is less promising. Charles de Croisset, chairman of CCF, said the bank's objective was to "confirm in the second half our strong performance, in a more difficult environment".

In spite of the current crisis, Mr Lévy-Lang expected Paribas's return on equity to match last year's 13 per cent, "unless there is a global meltdown". The long-term target of 15 per cent would be reached in 2000.

Deutsche Bank unit to buy Hoechst division

By Graham Bowley in Frankfurt

Hoechst, the German life sciences group, is to sell its Vianova synthetic resins division to the private equity arm of Deutsche Bank.

The sale, valued at around DM500m (\$464m), is the first private equity deal since the reorganisation of the German bank's asset management business this year. The deal continues Hoechst's wide-scale restructuring. Jürgen Dormann, chairman, is attempting to turn the once sprawling German chemicals giant into a leaner company focused on pharmaceuticals and agrochemicals.

A letter of intent is expected to be agreed between Hoechst and Morgan Grenfell Development Capital -

Deutsche Bank's private equity division - at the start of next week.

This year, the bank has reorganised all of its asset management business under Michael Dobson, board member of Deutsche Bank. The restructuring has brought together DWS, Deutsche's German retail asset management fund, with institutional asset management, which was part of Deutsche Morgan Grenfell, the former investment banking arm.

The deal is the second sale by Hoechst of a division to financial investors in the past month. At the end of August, it sold Herberts, its paints company, to Kohlberg Kravis Roberts, the US private equity investor, in a DM250m deal.

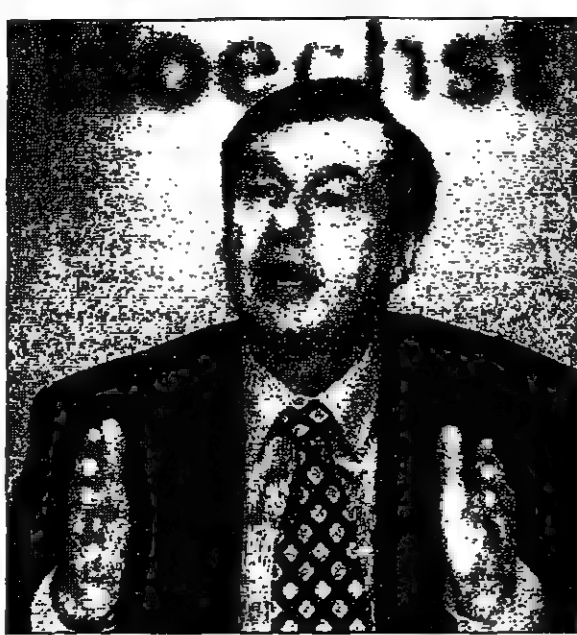
Hoechst said Deutsche Bank had beaten a number of financial investors and industrial competitors interested in buying Vianova.

Deutsche's private equity division is using an existing \$350m (\$552m) private equity fund to pay for the Hoechst division, which employs 1,700 people in Germany and Italy.

Deutsche Bank is also taking a direct stake in the company, but this is intended to be bridge financing until a new private equity fund is raised.

Graham Hutton, chief executive of Morgan Grenfell Development Capital, said existing management would stay in place at Vianova and would participate in the buy-out.

He said Morgan Grenfell



Tightly focused: Jürgen Dormann favours a leaner business model

Development Capital, which wants to push more aggressively into the German market, intended to retain and develop Vianova for up to

five years. He said it was possible that the company, which has annual revenues of around DM900m, could grow through acquisitions.

Sell-off plan values CNP at FF22bn

By David Owen in Paris

Caisse Nationale de Prévoyance is set to be floated on the Paris stock exchange in a move likely to value the life assurance group at FF22bn (\$3.5bn).

The bank said this summer it would resume contact with Rabobank once its Belgian merger was completed, but Remi Vermeiren, KBC chief executive, warned yesterday against "unrealistic expectations".

"We are not talking about a major merger, with broad scope," he said. "The talks are quite constructive, but we are talking about individual, specific, joint operations."

KBC coy on Rabobank link-up talk

By Neil Buckley in Brussels

KBC, the new Belgian banking and insurance giant, yesterday played down prospects for an alliance with Rabobank, but said there had been contact over possible co-operation with Robeco, the Dutch bank's fund management arm.

The Belgian group, formed this summer from the merger of Kredietbank, Belgium's second biggest bank, and the co-operative bank, and ABB, an insurer, is now Belgium's biggest company by market capitalisation. Its maiden results showed a 16 per cent increase in pro forma first-half net profits to FF15.79bn (\$444m), marginally below analysts' forecasts.

Kredietbank was known to have had talks with Rabobank, and analysts speculated about a further international alliance - possibly creating a dual-centred group similar to the Belgio-Dutch Fortis group.

The bank said this summer it would resume contact with Rabobank once its Belgian merger was completed, but Remi Vermeiren, KBC chief executive, warned yesterday against "unrealistic expectations".

"We are not talking about a major merger, with broad scope," he said. "The talks are quite constructive, but we are talking about individual, specific, joint operations."

He added that KBC had had discussions about "joining efforts" with Rabobank's Robeco - the Netherlands' biggest manager of client funds - as the group sought to internationalise KBC Securities, its fund management business, but no conclusions had been reached.

Mr Vermeiren said KBC had registered its interest in the privatisation of CSOB, the Czech foreign trade bank, and in the Romanian development bank.

He said the first-half profits increase reflected a "significant" rise in net commission income on the banking side, plus a favourable trend in both life and non-life insurance activities.

Total gross revenues increased 32 per cent from FF71.7bn to FF94.5bn, with operating costs up only 12.6 per cent from FF42.85bn to FF58.19bn.

Group profits before tax increased 42 per cent to FF26.94bn, with insurance profits up 45.3 per cent at FF7.71bn, and banking up 40.6 per cent at FF19.23bn.

Writedowns and provisions for credit risks increased from FF8.31bn to FF8.2bn. The group also made a FF4bn transfer to its fund for general banking risks, and made a FF4.71bn provision for its insurance business.

Earnings per share increased 14 per cent from FF46.7 to FF53.4.

Breuer sees European banking shake-up

By Andrew Fisher in Frankfurt

Banks in Germany, France and Italy face "massive consolidation" as the pressures of globalisation, the arrival of the euro and the advances of electronic and internet banking force them to combine in more competitive units, Rolf Breuer, chairman of Deutsche Bank, said yesterday.

Cultural barriers to cross-border mergers and acquisitions would slowly disappear, Mr Breuer has said previously. That Deutsche, Germany's biggest bank, is experiencing difficulties expanding in France.

But he said yesterday that Germany was also resistant to foreign takeover and merger attempts. It also remained to be seen whether

foreign banks would be allowed to play a significant role in Italian bank restructuring.

"Over time, euroland will have to open up," he said. But countries' emotional and psychological objections to deals involving big foreign banks could be mitigated if these were in specialised areas such as retail or investment banking.

"That would be more likely to be successful than if a big elephant comes along and the small one [the target bank] says 'My God, that's the end of my 100-year history'." He said the trend towards specialisation in banking was increasing as information technology opened up competition from non-banks in retail, broking and other banking services.

Thus German-type universal banks, grouping an array of retail and wholesale activities under one roof, were being forced to change. "Our business is characterised by developments in IT. Big banks would have to adopt a 'multi-specialist' approach, using their strong brands and customer links to win business through customised services and products."

Volvo aims to raise margins in shake-up

By Heig Simonian, Motor Industry Correspondent

Volvo expects to raise profit margins in its truck, bus and other non-car businesses by up to two percentage points by improved co-ordination of product development, purchasing and logistics.

Leif Johansson, group chief executive, said he expected operating profits to increase by up to SKr2bn (\$251m) a year once the measures took effect. He warned, however, the savings would not necessarily feed into Volvo's net profits, as the benefits might be partly eroded by weaker prices or heavier marketing costs.

Mr Johansson, who has instituted a review of Volvo's operations, stopped short of regrouping Volvo's truck, bus, construction equipment and marine

engine operations into a new "commercial products" division. With sales of about SKr100bn a year, turnover in commercial products is on a par with Volvo's core car division.

"We might have become even more focused, but that would have created a structure which would have added more costs," he said.

The changes would roughly halve the number of companies supplying Volvo's commercial products operations to 2,000, significantly reducing its SKr2bn a year purchasing bill.

Up to six of the group's biggest suppliers, such as Bosch and Valeo, which sell parts across the group, would be controlled centrally to co-ordinate and cut prices.

Mr Johansson cited numerous cases in commercial products where money

could be saved by improved co-ordination in product development, purchasing, logistics or distribution.

Volvo's bus subsidiary alone currently bought seats from more than 50 suppliers. "I could well see us working with three, four or five."

Savings of SKr400m a year would come from harmonising engine needs within the next three years. Future products will use one family of large diesel engines, to be sourced internally, and two families of smaller diesels under development by Deutz. Volvo agreed to develop future engines in the 4.7 litre range with the German diesel specialist.

Mr Johansson said the group would outsource other big components when they could be produced more cheaply by outsiders.

Strong growth at Rheinmetall

By Tobias Beck in Bonn

Rheinmetall, the fast growing German industrial group, yesterday reported strong first-half growth and forecast record pre-tax profits of more than DM200m (\$16m) for the full year.

Pre-tax profits in the first six months were DM102m, up from DM2.1m last year, but the company insisted that figure was of little significance since the bulk of sales, particularly in Rheinmetall's engineering and defence units, were booked in the second half.

Group sales rose 25.4 per cent year-on-year to DM3.6bn, while orders increased 43.7 per cent to DM4.2bn.

The order book value rose 16.9 per cent to DM7.35bn at the end of June, compared with the previous year.

The group predicted full-year sales of DM8.1bn, and added that it was on track to achieve its declared goal of sales exceeding DM10bn by 2000.

All of Rheinmetall's divisions contributed to sales growth in the first six months, the company said, adding that all divisions would contribute to full-year profits.

Rheinmetall's automotive division, accounting for 41 per cent of group sales, had enjoyed particularly strong growth, reflecting the recent upswing in the car industry.

The Düsseldorf-based conglomerate, which has more than 50 subsidiaries, has over the past few years built up its core defence activities and invested massively in diversification in the field of car-parts and engineering.

MINORCO

NOTICE TO HOLDERS OF BEARER SHARE CERTIFICATES - PAYMENT OF COUPON NO.2

With reference to the notice of interim dividend advertised in the press on September 4, 1998, the following information is published for the guidance of holders of bearer share certificates:

The dividend of 22 cents was declared in United States currency. The dividend will be paid on or after October 22, 1998, against surrender of Coupon No. 2 detached from bearer share certificates as follows:

(a) at the offices of the Corporation's Continental paying agents: Banque Générale du Luxembourg, 50, rue de la Loi, 1050 Brussels, Luxembourg; Grand Duché de Luxembourg, France.

(b) at the offices of Computershare Services PLC, First Floor, 3-10 Great Tower Street, London EC3N 3ER. Unless payment is made by cheque, payment at such office requires payment in United States dollars (in which case they must comply with any applicable Exchange Control regulations), payment will be made in United Kingdom currency either:

(i) in respect of coupons lodged on or prior to October 15, 1998, at the prevailing rate of exchange on the day the proceeds are remitted to Computershare Services PLC in London;

(ii) in respect of coupons lodged on or after October 16, 1998, at the prevailing rate of exchange on the day the proceeds are remitted to Computershare Services PLC in London.

Coupons may be left for a few clear days for combination (tight days if payment in United States currency has been requested) and may be presented any weekday (Saturday excepted) between the hours of 10 a.m. and 3 p.m. United Kingdom income tax will be deducted from payments to any person in the United Kingdom in respect of coupons deposited at the offices of Computershare Services PLC in London, unless such coupons are accompanied by a valid Revenue non-residence declaration form. Where such deduction is made the net amount of the dividend, after deducting United Kingdom income tax at 20% will be 17.6 cents (United States) per share.

In the case of payments made in United Kingdom currency the sterling equivalent of the net dividend will be calculated in accordance with sub-paragraph (b) above.

Copies of the interim report of Minorco for the six months to June 30, 1998 will be available from the Registered Office of the Corporation and the offices of the paying agents referred to above on or about September 17, 1998.

By Order of the Board
N. Jordan, Secretary
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Olivetti challenge to Telecom Italia service

By Paul Boffa in Milan

Olivetti yesterday stepped up its challenge to Telecom Italia's dominant position in the Italian telecommunications sector by launching two years before schedule a rival fixed-line service for the residential market.

Infostada, the Olivetti fixed-line telephone subsidiary jointly controlled by Mannesmann of Germany, is seeking to attract 200,000 domestic subscribers by the end of this year, growing to 1m by 2000.

The subsidiary started offering services to business users in June and installed its first public telephone boxes in competition to Telecom Italia last month.

But yesterday's move is much more significant, in that the Olivetti subsidiary is now taking on Telecom Italia in its traditional residential telephone market.

Roberto Colaninno, Olivetti chief executive, said the move reflected the company's high growth expectations for both its fixed-line and wireless telecommunications activities.



Roberto Colaninno: high expectations for growth

Olivetti was also the first private company to challenge the country's telephone monopoly when it launched three years ago its Omnitel mobile telephone venture, which has now captured 4.7m subscribers in the fast growing Italian market.

Omnitel's bigger competitor, Telecom Italia Mobile (TIM), has also enjoyed strong growth. TIM reported this week a 71 per cent rise in first-half net profits to L1,050bn and said it had attracted a further 3.2m subscribers since

the beginning of the year. TIM now has 12.5m subscribers, making it the largest cellular operator in Europe. Olivetti said Omnitel had now become Europe's third-largest operator of GSM cellphones.

In the fixed-line sector, Infostada is planning L2,000bn (\$1.17bn) of investments over the next two years, and has set a target of annual revenues of L1,000bn by 2000.

However, Marco De Benedetti, Infostada chairman, said the Olivetti subsidiary was still handicapped by Italian regulatory obstacles that gave competitive advantages to Telecom Italia.

Both Telecom Italia and Olivetti will soon face competition in both the cellular and fixed-line markets from a third competitor, the Wind consortium combining Enel, the Italian state electric utility, with France Telecom and Deutsche Telekom.

Wind is due to begin experimental services in Rome and Milan at the end of this year, and plans to offer its first fixed-line business services by Christmas.

Promodès ahead 17.6% to FF621m

By David Owen in Paris

Promodès, the French retailer which last year launched a failed FF31bn hostile takeover bid for its rival Casino, has reported a 17.6 per cent increase from FF628m to FF731m (\$107m) in first-half net attributable profits.

The result was achieved on turnover ahead 8.4 per cent at FF55.2bn.

Rallye, which now owns 53.6 per cent of Casino's capital, up from about 38 per cent a year ago, reported a

first-half net profit of FF731.8bn. It said Casino's results were strongly ahead.

Net attributable profit, however, fell from FF183m to FF103m. The group attributed this to increased financial costs linked to the increase of Rallye's stake in Casino, losses at Athlète's Foot, a US sports retailer, and a FF95m exceptional gain in the 1997 first half.

Rallye's accounts had been integrated with those of Rallye since March 1.

Notice of Market Price Adjustment to the Noteholders of
STB Cayman Capital Limited
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exchangeable for shares of common stock of and
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(the "Bank")
Holders of the Notes are hereby notified that the Exchange Price at which the Notes may be exchanged
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Indenture dated June 23, 1997 among STB Cayman Capital Limited, the Bank and
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STB Cayman Capital Limited
September 11, 1998

Audi pledges keep Cosworth independent

COMPANIES & FINANCE: THE AMERICAS

BANKING CITICORP, BANKBOSTON, NATIONSBANK AND BANKAMERICA SHARES SUFFER FALLS OF AT LEAST 9% BY MIDDAY

Bank stocks fall on Latin America turmoil

By John Authers in New York and Victoria Griffith in Boston

Bank shares resumed their terrifyingly swift downward progress on Wall Street yesterday morning, with Latin American exposures now taking prominence as the main source of alarm.

By midday, the Philadelphia Stock Exchange/Keeffe, Bruyette & Woods bank index, the main benchmark for the sector, had shed more than 6 per cent, off 39.36 for the day at 612.79.

The index peaked at more than 930 less than two months ago.

All of the largest banks saw serious declines with Citicorp, NationsBank, and

BankAmerica all suffering falls of 9 per cent or more. One of the worst falls was suffered by BankBoston, which by mid-session had shed 8.32 per cent, down \$3.44 for the day at \$33.44.

Its high, set in July, was \$59.44.

The bank was paying the price for its heavy exposure to emerging markets, particularly in Latin America.

About 20 per cent of BankBoston's earnings come from Brazil and Argentina, where it has extensive local commercial banking operations.

Two weeks ago, the group announced that its quarterly loss on trading positions had reached \$30m, including a \$10m loss in Russia.

All bank rating agencies agree that a downturn in Latin America is potentially much more serious for US banks than the collapse of the Russian economy.

Gregory Root, president of Thomson BankWatch in New York, said: "There's no comparison with Russia. That impacted a lot of people, but if you look at the magnitude of the losses compared with the size of the banks' capital it's not an issue - it just wiped out a quarter's earnings. Latin America would be a huge number for a lot of banks."

Ironically, BankBoston had stepped up its concentration on emerging markets earlier this year, closing its operations in Paris and Frankfurt to redirect funds

to eastern Europe, and expanding its retail presence in Latin America.

In the first few months of the year, BankBoston opened 46 new branches in Argentina and eight new branches in Brazil.

In 1991, soaring profits from its operations in Brazil and Argentina saved the bank from collapse after huge property investments in New England turned sour.

The bank appointed the former head of the Brazil operation, Henrique Meirelles, as president of the entire bank two years ago.

Mr Meirelles has spearheaded BankBoston's aggressive moves into Asia, Russia and Latin America.

Mr Meirelles was unavailable for comment yesterday, but his philosophy in regard to emerging markets is well-known.

"Emerging markets are by nature volatile," he told the FT in a recent interview. "These downturns happen again and again until the economies have emerged. We see opportunity in such crises."

However, it will be difficult for the bank to use this latest crisis for bargain hunting as its own stock market troubles have weakened its ability to make acquisitions.

Late last month, BankBoston said its operations in Brazil and Argentina had not been affected by the latest stock

market debacle, and that earnings in those countries would surge by 20 per cent this year.

One point made by Mr Root is that BankBoston, like Citicorp, benefits from the fact that its operations in Argentina and Brazil are indigenous.

They might benefit from a "flight to quality" by nervous savers in the countries. He said: "They are probably less vulnerable to some of the market swings, compared with trading activity where things can move very quickly."

"There's a significant difference in that versus some of the cross-border trading activities, which are much harder to pin down."

considering the market conditions," said Mr Dejonckheere. "We monitored the investors very closely and I think the government made the right decision to go ahead."

Unión Fenosa, which already has stakes in power distributors in Argentina and Bolivia, is to pay \$312m for 51 per cent stakes in the Metro-Deste company, which serves 214,000 customers in and around Panama City, and the Chiriquí company which has 70,000 customers near the Costa Rica border.

Constellation Power, a wholly-owned subsidiary of Baltimore Gas & Electric, had already moved into Central America by buying generating assets in Guatemala.

Yesterday it agreed to pay \$88m for 51 per cent of the Noreste distributor, which has 170,000 customers, principally in Panama City and the port of Colón.

Panama's government is retaining a 39 per cent stake in each distributor with the remainder reserved for workers.

Panama's electricity privatisation should be completed next month when it is due to sell stakes in a further four companies that own generating assets.

However the offers were well above the government's reserve prices and broadly in line with recent similar sales in El Salvador and Guatemala.

"I think it is a fair price

for the rest of the industry. There are fears on Wall Street that retail investors' money will now begin to flow out of equities, inflicting further damage on share prices, but Morningstar's analysts believe this is premature. Many small investors put money into funds through retirement plans, and have learned to regard such investments as a long-term commitment.

Don Phillips, Morningstar president, said: "I don't think we've seen the end of the equity message tested yet. This is not the kind of event which will test it either. People aren't totalling up their net worth."

He added: "There have been some really ugly losses

GE chairman optimistic of strong growth

By Richard Waters in New York

General Electric's revenues are likely to grow by more than 20 per cent during the company's current financial quarter despite the worsening state of the global economy, Jack Welch, chairman, said yesterday.

Despite the powerful growth, however, Mr Welch cautioned that the US and European economies were not immune to the economic problems spreading elsewhere.

He also backed comments made last week by Alan Greenspan, Federal Reserve chairman, which raised hopes in the markets of a reduction in US interest rates, though the GE chairman stopped short of calling for a rate cut.

If GE were to meet Mr Welch's prediction and raise its revenues by more than a fifth in the three months to the end of September, it would represent a further acceleration of the company's growth. Revenues rose by 13 per cent last year and 14 per cent in the most recent quarter, to \$25.1bn.

Mr Welch also promised further cost savings from the US company's three-year-old quality initiative, known

internally as Six Sigma. The programme has cost about \$1bn to implement, but will have yielded savings of \$2bn by the end of this year, he said. More than half of those savings would come this year.

The Six Sigma drive has also raised GE's output from existing facilities, saving it more than \$1bn in capital investment that otherwise would have been needed to expand manufacturing capacity, Mr Welch added.

These savings had made it possible for the group to raise profit margins over the past three years, despite "the tough global environment, with deflation everywhere".

The GE chairman, speaking in New York yesterday, refused to comment on whether the group's revenue growth was now set to slow. He said that the US and Europe remained "the two pillars that are strong" in the global economy, but they would not be immune to the pressures spreading from other regions.

General Electric's shares, at \$77.4 yesterday were trading 20.4 per cent below their record set earlier this year, compared with an 18.4 per cent decline in the Dow Jones Industrial Average.



Jack Welch: predicted GE's revenues will grow by 20 per cent and promised further cost-savings from quality initiative

Panama energy investors take \$300m stakes

By James Wilson, Panama City

Unión Fenosa in the Spanish energy group, and Constellation Power of the US, have extended their influence in Latin America by agreeing to pay more than \$300m for stakes in three electricity distribution companies in Panama.

The regional distributors were formed earlier this year after being split from Panama's state power company and were sold yesterday in the first phase of the industry's privatisation, which went ahead in spite of turmoil in emerging markets.

Only three companies took part in the sale and organisers admitted that recent uncertainty had caused some bidders to pull out.

Luc Dejonckheere, of the International Finance Corporation, which advised on the sale, said the government's strategy of using the privatisation to cut customer tariffs had also attracted bids.

However the offers were well above the government's reserve prices and broadly in line with recent similar sales in El Salvador and Guatemala.

"I think it is a fair price

Mutual funds rating agency unfazed by dips

By John Authers in New York

The frightening declines in world markets have not alarmed Morningstar, the Chicago-based dominant US mutual fund-rating service.

The company, which is still private, is continuing to make the moves which would allow it to float on the market - although it has made no definite decision to do so - and it is busily engaged on a plan to expand into Japan.

It is also exploring options to build its business in Europe, particularly in Germany.

Morningstar, started 14 years ago as a newsletter, now has annual revenues of \$46m - still not a massive

amount. But its strategy of providing user-friendly guidance on mutual funds to retail investors, through the internet and conferences as well as through its newsletters, has left it dominating industry sales, supplanting several longer established rating services.

Funds which cannot boast at least four stars on the company's five-star system are at a critical disadvantage. According to a report by Goldman Sachs, the investment bank, all the net cash flow recorded by the mutual fund industry - including \$231bn into equity funds last year alone - went to four and five-star rated funds. New investment was no larger than redemptions

for the rest of the industry. There are fears on Wall Street that retail investors' money will now begin to flow out of equities, inflicting further damage on share prices, but Morningstar's analysts believe this is premature. Many small investors put money into funds through retirement plans, and have learned to regard such investments as a long-term commitment.

Don Phillips, Morningstar president, said: "I don't think we've seen the end of the equity message tested yet. This is not the kind of event which will test it either. People aren't totalling up their net worth."

He added: "There have been some really ugly losses

peak-to-trough, but that's not the way investors are measuring it. Psychologically, they want to look at where they are compared to when they bought, and they're still doing very well on that score."

Morningstar, which has grown on the back of small investors' enthusiasm, is also expanding, launching a new newsletter for direct stock investment earlier this year.

It is also in a joint venture with Softbank in Japan, with the ultimate aim of duplicating Morningstar's US role. At first, however, it is working much more closely with institutions, and attempting to help educate investors, now wary of the market

after almost a decade of downturns. Tao Huang, chief technology officer and head of international business for Morningstar, said: "The degree of Japanese trust for Japanese institutions is at a low. There is a pretty big opportunity for US companies who don't have this history. Really what we are trying to do with the products is leverage what we know to have worked in the US appropriately for Japan."

The Japanese save heavily, but mostly in postal accounts offering less than 1 per cent per annum. With deregulation, Morningstar believes it can achieve the same kind of success it managed in the US, even in spite

of the current condition of the Japanese economy. Despite its still relatively small size, many large publishers are eyeing Morningstar, primarily because of the power of its brand.

But the company does not seem to be in any hurry either to sell or to float on the market in an initial public offering. It says it is prepared and structured to become a public company, and has recently appointed a number of new vice presidents, but it still has no plans to go public.

"They are doing what Wall Street has told them to do for years. The irony is that when small investors start doing that they get criticised for irrational exuberance."

NEWS DIGEST

DERIVATIVES TRADING

Nymex is given go-ahead for electricity contracts

The New York Mercantile Exchange, the largest of the Manhattan-based futures markets, has received regulatory approval for two new sets of electricity futures and options contracts, based on delivery in the eastern US, giving it a headstart in what could become a competitive battle between exchanges.

Nymex already trades electricity contracts based on western delivery, with volumes currently averaging about 2,500 contracts a day. But the new contracts will provide for delivery via the Cinergy transmission system, which is based in Ohio, and Entergy's system, which is focused on Louisiana. Nymex is also planning a third set of eastern US electricity contracts, with delivery through the Pennsylvania-New Jersey-Maryland interconnection system, but said yesterday that it had delayed submitting these for regulatory approval while the eight utilities involved in the PJM interconnection work out transmission policies.

Interest in US electricity contracts is expected to rise as more deregulation spreads through the power industry, and this has already caused the futures industry generally to look at their potential. The Chicago Board of Trade, the largest futures exchange, has been talking to mid-western utilities about introducing contracts based on that region, and the Minneapolis Grain Exchange is also examining the possibilities. Nikki Tait, Chicago

FIBRE OPTICS

Doubts over Ciena takeover

Investors yesterday appeared to give the thumbs down to the planned takeover of Ciena, the fibre optics company, by Tellabs, the telephone equipment group. The share prices of the two groups continued to diverge yesterday, with Ciena dropping 14 per cent to \$16.51 in early trading, following a fall of close to a third the day before. The market is now valuing Ciena at about \$1.7bn. In contrast, Tellabs' share price remained relatively strong despite heavy falls in the broader market, falling just \$1.44 to \$43.94. At that price, Tellabs offer of 0.8 shares for every Ciena share values Ciena at about \$3.5bn - more than twice Ciena's market capitalisation.

Tellabs has refused to comment on whether it will stick by the current takeover agreement. The deal has already been renegotiated. Ciena's shares have now lost 80 per cent of their value over the past few weeks. The problems started with a profits warning and have been compounded by two lost business contracts.

Roger Taylor, San Francisco

TELECOMMUNICATIONS

Bell Canada close to Korea buy

Bell Canada International has received regulatory and shareholder approval to acquire 24 per cent of Hansol PCS, the South Korean wireless service provider, for US\$155m. Under terms of the agreement, investment funds sponsored by American International Group, the US insurance company, will also acquire about 16 per cent of the Korean consortium.

With the acquisition, Bell Canada International, a division of BCE, the Canadian telecommunications group, has doubled its worldwide subscriber base. Derek Burney, BCI chief executive, said the deal provided the group with balanced growth opportunities. The company's investments had previously been largely concentrated in Latin America. Scott Morrison, Toronto

OIL AND GAS

Petition hurts Unocal image

The Union Oil Company of California (Unocal) suffered a public relations debacle yesterday when a coalition of 19 environmental, women's rights, human rights and consumer advocate groups petitioned California's Attorney General to revoke the company's licence to operate in that state.

The petition accused Unocal, which had revenues of more than \$8bn last year, of worker rights and environmental misconduct.

The petitioners were particularly concerned with the construction of a gas pipeline through Burma to Thailand. "The building of the pipeline in Burma has been done with forced labour and caused the forced relocation of villagers in the area," alleged Robert Benson, the lawyer who wrote the petition.

Unocal dismissed the allegations as "ludicrous". "I admit we've made some mistakes," said Barry Lane, a spokesman for the group. "But we've always taken responsibility for our actions." The company has admitted to numerous Occupational Safety and Health Act violations; in its annual report, the group said it may bear some of the liability for 82 toxic waste sites. Victoria Griffith, Boston

Comments and press releases about international companies coverage can be sent by e-mail to international.companies@ft.com



N.V. Koninklijke Nederlandsche Petroleum Maatschappij
(Royal Dutch Petroleum Company)

Established at The Hague, The Netherlands

INTERIM DIVIDEND 1998

The Supervisory Board and the Board of Management of Royal Dutch Petroleum Company have decided to pay an interim dividend in respect of the financial year 1998 of N.L. 1.36 on each of the ordinary shares with a par value of N.L. 1.25.

For holders of shares of which the dividend sheets are at the close of business on 11 September 1998, in the custody of a Depositary admitted by the Centrum voor Fondsenadministratie B.V., Amsterdam, this interim dividend will be paid to such Depositary on 22 September 1998. Such payment will be effected through Barclays Bank PLC, after receipt by them of a duly completed CF Dividend Claim Form.

Where under the double taxation agreement between the United Kingdom and the Netherlands, 15 per cent Netherlands dividend tax has been withheld, the 15 per cent Netherlands tax is allowable for a resident of the United Kingdom as a credit against the United Kingdom income tax payable in respect of the dividend. The deduction of United Kingdom income tax at the reduced rate of 5 per cent instead of at the normal rate of 20 per cent recognises a provisional allowance of credit for the Netherlands dividend withholding tax of 15 per cent.

Under a provision of the Netherlands dividend tax act Royal Dutch Petroleum Company will apply a credit against the amount of the dividend tax withheld before remittance to the Netherlands tax authorities. This credit is 3% of the part of the gross dividend from which dividend tax is withheld. Tax authorities in the United Kingdom may take the view, because of this credit, that the Netherlands withholding tax eligible for credit by a shareholder against such shareholder's local tax liability should be limited accordingly.

Where appropriate, the usual affidavit certifying non-residence in the United Kingdom will also be required if payment is to be made without deduction of United Kingdom income tax at the normal rate.

The Hague, 10 September 1998

THE BOARD OF MANAGEMENT

BANK OF GREECE
US\$300,000,000
Floating rate notes 2003
The notes will bear interest at 6.25391% per annum for the period 11 September 1998 to 11 March 1999.
Interest payable on 11 March 1999 per US\$1,000 note will amount to US\$31.44.
Global Agency and Trust Services
Citibank, N.A., London
11 September 1998
CITIBANK

NOTICE TO HOLDERS OF BANK OF GREECE
10% PER CENT LOAN STOCK 2010
Pursuant to Condition 1, you are hereby notified as follows:
That with effect from 13th March 1998
The Registrar and Transfer Office is:
Computershare Services PLC
PO Box 81, Cannon House
Ridgeway Way, BRISTOL BS99 7NH
England

This announcement appears as a matter of record only

WORLDWIDE HOSPITALITY
GOLDEN TULIP
HOTELS

Multi-currency Senior Debt Facility
NLG 350,000,000

For the Refinancing of the Existing Debt and Acquisition of New Hotel Properties

Arrangers: ABN AMRO Bank N.V., De Nationale Investeringsbank N.V.

Lead Managers: Averb Bank N.V., Bayerische Landesbank International S.A., Commerzbank (Nederland) N.V., Friesland Bank N.V., ING Bank N.V., IKB Deutsche Industriebank AG

Managers: KBC Bank Nederland N.V., Vereins- und Westbank AG

Agent: ABN AMRO Bank N.V.

ABN-AMRO Bank **De Nationale Investeringsbank N.V.**

July 1998

Wassall's £351m outbids Cooper for TLG

Alex Brown, said Cooper was in a strategically stronger position. "They are consolidating this industry so they have got considerable benefits ahead with rationalisation costs to come out. Wassall would be buying it as a standalone business."

Wassall was advised by Merrill Lynch and TIG by Dresdner Kleinwort Benson. Warburg Dillon Read is acting for Cooper.

Fax: +44 (0)172 873 3098

CONTRACTS AND TENDERS

GOVERNMENT OF THE REPUBLIC OF ZIMBABWE

MINISTRY OF TRANSPORT & ENERGY

CALL FOR EXPRESSION OF INTEREST IN
THE CONCESSION TO MANAGE AND OPERATE
THE ZIMBABWE RAILWAY INFRASTRUCTURE

The Government of the Republic of Zimbabwe has decided, as a part of its Economic Reform Programme, to transfer the management and operation of the infrastructure portion of the National Railways of Zimbabwe (NRZ) to a concessionaire. The Government's objectives in offering a concession for the infrastructure entity are to ensure that:

- The railway infrastructure will be maintained to the necessary standard for safe, reliable and cost effective railway operations in Zimbabwe.
- Investment is secured for the railway infrastructure to reduce the fiscal burden and foster the development of competitive railway transport in Zimbabwe.
- The infrastructure is managed and operated in line with best international practice employing modern technology and methods.
- Local expertise is retained and developed to manage and operate the infrastructure as a viable commercial entity.

The NRZ network consists of 2,592 route km of track, of which 313 km is equipped with overhead electrification at 25 kV 50 Hz AC. The main line largely consists of continuous welded rail on concrete sleepers. Centralised Train Control (CTC) extends over 1,580 route km and 94% of the main line is equipped with electric signalling.

Freight carried in 1997/8 was 12 438 million tonnes with an average haul of 392 km. Passenger Services operate each way overnight between Harare and Mutare, Harare and Bulawayo, and Bulawayo and Victoria Falls. There are as yet no commuter services. Cross border passenger services operate from both Harare and Bulawayo to Johannesburg via Beitbridge and from Bulawayo to Lobatse via Plumtree. Contract arrangements for infrastructure access will be required with the operators of these services.

The concessionaire will be a company or consortium with wide experience of railway infrastructure maintenance and renewal and of the planning and control of train operations. Interested prospective bidders should submit a comprehensive Expression of Interest detailing:

- Experience of infrastructure maintenance and renewal plus train planning and control.
- Understanding of modern technology and techniques as applied in the railway industry.
- Experience of business process re-engineering and details of management capability.
- Financial standing of the company, or of each company involved in a consortium.
- Any litigation, judgements and enforcement orders against the company, its directors, company officers or major shareholders.

Pre-qualification will be based on an evaluation of the EOIs submitted, and pre-qualified parties will be invited to attend a pre-bid conference in Bulawayo on 9th October. Bidding for the concession will be through a formal Request for Proposals process, and ranking of the bidders for negotiations will be done on the basis of technical and financial evaluation of the proposals submitted.

Ministry of Transport & Energy,
Secretary for Transport & Energy
16th Floor, Room 91 or 103
Kagubi Building
4th Street / Central Avenue
HARARE
ZIMBABWE

Expressions of Interest submissions, in English, must be delivered to the Ministry of Transport and Energy at the above address by noon (GMT+2), Friday 2nd September 1998

REPUBLIC OF CAMEROON

MINISTRY OF THE ECONOMY AND FINANCE

INTERNATIONAL CALL FOR BIDS FOR THE PRIVATISATION
OF THE CAMEROON INSURANCE COMPANY (SOCAR)

As part of its program of restructuring and privatising public and semi-public enterprises, the Government of Cameroon wishes to establish two new insurance companies (one general insurance and the other life insurance), in collaboration with private sector investors, to replace SOCAR Insurance Company.

Cameroon is at the centre of an economic and monetary union (CEMAC) grouping six countries in central Africa. Investors will enjoy immediate access to the insurance markets of Cameroon's neighbours.

SOCAR was created in September 1973. Its shares are held by the Cameroonian government (36%), public-sector entities (20%) and various foreign interests (44%). For many years, SOCAR was the most important insurance company in not only Cameroon but also in francophone Black Africa.

An international call for bids is being launched to find a shareholder to acquire a majority stake of at least 51% in the new companies. The minimum amount of capital is set at CFAF 2 Billion (FF 20 Million or USD 3.33 Million) for the general insurance company and at CFAF 250 Million (FF 2.5 Million or USD 416,000) for the life insurance company.

Parties seeking to take a majority stake in either of the two new insurance companies should be insurance or reinsurance companies with reputable and financially sound backgrounds. The government will allow companies without the necessary insurance or reinsurance expertise to take a majority stake in the new insurance companies under conditions spelled out in the information memorandum and terms of reference.

Potential investors can obtain an English or French information memorandum on this privatisation project along with a complete package of tender documents by contacting the individuals noted below.

Investors can join with Cameroonian or foreign interests to submit a joint bid. Those investors willing to take a minority interest in the new companies can submit an expression of interest to the Insurance Division of the Ministry of the Economy and Finance's offices. Once the winning bid has been selected, they will be advised of the price of shares established through the bidding process and invited to subscribe for shares at that same price.

Bids should be received by no later than Thursday, October 1st at the Ministry of the Economy and Finance's offices (as below).

M. Samuel Odam-Mbom
Director of Economic Controls and External Finance
Ministry of Economy and Finance
Postal Box 24
Yaoundé, Republic of Cameroon
Tel: (237) 22 49 53 or (237) 22 19 63 or (237) 21 49 75
Fax: (237) 23 36 22 or (237) 23 34 85 or (237) 23 35 27
Or

Mr Georges Ononemang
Chief, Insurance Division
Ministry of the Economy and Finance
Postal Box 24
Yaoundé, Republic of Cameroon
Tel: (237) 22 21 09

The Minister of State for the Economy and Finance
LE MINISTRE DELEGUE
Pr. Jean Marie GANKOU

PUBLIC NOTICE

NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER
SUBSECTIONS 8(5) AND 10(6) OF THE TELECOMMUNICATIONS ACT
1984

The Secretary of State hereby gives notice as follows.

1. He proposes to grant licences under the Telecommunications Act 1984 ("the Act") to Belgacom UK Limited, Cyberlight Europe plc, Alpha Telecom Limited, MFRAC Limited, Level 3 Communications Limited, NTT Europe Limited, Cell-Net (UK) Limited and Zerus Limited, ("the Licensees") to run telecommunication systems in the United Kingdom. The licences will be for a period of six months, thereafter being subject to revocation on one month's notice.
2. The principal effect of each licence will be to enable each Licensee to install and run telecommunication systems in the United Kingdom which may be connected to telecommunication systems outside the United Kingdom, and to provide a wide range of services but not any domestic services (i.e. services involving the conveyance of messages which originate and are subsequently terminated in the United Kingdom) or mobile radio services. Each licence authorises connection to a wide range of other systems, including earth orbiting apparatus.
3. Each licence will be subject to conditions such that section 6 of the Act will apply to it, thereby making each of the systems run under each licence eligible for designation as a public telecommunication system under section 9 of the Act. It is the intention of the Secretary of State to designate each of the Licensees' systems as a public telecommunication system.
4. The Secretary of State proposes to grant each licence in response to an application from each Licensee for such a licence because he considers that it will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interests of consumers in respect of the quality and variety of such services, and will maintain and promote effective competition between those engaged in the provision of telecommunication services.
5. He proposes to apply the telecommunications code ("the Code") to Level 3 Communications Limited and Zerus Limited subject to certain exceptions and conditions throughout the United Kingdom. The effect of the exceptions and conditions to the application of the Code is that the Licensees will have duties:
 - (a) to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground or only on such above-ground apparatus as is already installed for any purpose;
 - (b) to comply with conditions designed to ensure efficiency and economy on the part of the Licensee, in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of its apparatus;
 - (c) to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities and English Nature, Scottish Natural Heritage, the Countryside Council for Wales, the National Trust and the National Trust for Scotland, as well as relevant electricity suppliers;
 - (d) to keep and make available records of the location of underground apparatus and copies of the exceptions and conditions to its licence to its powers under the Code; and
 - (e) to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.
6. The reason why the Secretary of State proposes to apply the Code to Level 3 Communications Limited and Zerus Limited is that it will need the statutory powers in the Code to install and maintain the telecommunication systems which are to be installed and run under its proposed licence.
7. The reasons why it is proposed that the Code is applied should have effect subject to the exceptions and conditions referred to above are that they are considered requisite or expedient for the purpose of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the systems are installed as safely and economically as possible, and that the Licensee to whom the Code is applied can meet (and relevant persons can enforce) liabilities arising from the execution of works.
8. Representations or objections may be made in respect of the proposed licences, the application of the Code to Level 3 Communications Limited and Zerus Limited and the proposed exceptions and conditions referred to above. They should be made in writing by 12 October 1998 and addressed to the undersigned at the Department of Trade and Industry, Communications and Information Industries Directorate, 274 Grey, 151 Buckingham Palace Road, London, SW1W 9SS. Copies of the proposed licences can be freely obtained by writing to the Department or by calling 0171 215 1756.

Anthony J. Eden-Brown
Department of Trade and Industry

11 September 1998

BUSINESSES FOR SALE

BUSINESS FOR SALE

Mr. Peter Williams has prepared an invitation to treat to sell the business and assets of:

WESTFORD COURT HOTEL LIMITED (IN RECEIVERSHIP)

Other information

Westford Court Hotel is a well-established Jamaica north coast hotel.

It is a freehold property, inclusive of restaurant, bar, swimming pool and conference facilities.

It is located in the heart of the tourist district on Gloucester Avenue, Montego Bay.

It is a short walking distance from beaches, including the world famous Doctor's Cave Beach.

It has a high occupancy level of 64% for 1997/98.

Interested parties in obtaining the Invitation to Treat will be asked to sign a confidentiality agreement.

A copy of the Invitation to Treat, seriously interested parties only should be sent to:

Price Waterhouse Associates or on before Friday, September 11, 1998.

Price Waterhouse Associates
12 Market Street,
P.O. Box 189,
Montego Bay, Jamaica

Telephone: 876-957-1234
Fax: 876-957-1234

BUSINESSES
FOR SALECREATIVE CORPORATE
AND CONSUMER EVENT
MARKETING COMPANY

FOR SALE

This profitable company, established 3 years ago, based in Harare, is a creative event design company, specialising in corporate and consumer events. It has a proven track record in advertising and public relations, with a focus on product launch and event management. The company has a strong client base and is looking for a buyer to take over the business.

PRINCIPALS ONLY

Box 86033, Financial Times
One Southwark Bridge,
London SE1 9LW

Manufacturer and
Wholesaler of Envelopes
for sale as a going concern

Principal features include:
• Turnover of £2 million
• Spacious warehouse facility on short term lease based in Wales
• Comprehensive asset base including two principal machines

For further information please write to the following:
138/140 Southwark Street
London SE1 0SW

SPECIALIST TEAM
& BUSINESS

Latest media award winning software company. Turnover £300K +, profits £60K+, cash rich. Founder/CEO to give time to other interests after suitable transition. £475K for rapid disposal.

APPLY IN WRITING, EMAIL OR FAX:

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DORSET DT1 1FN, UK.
Tel: +44 (0) 1305 263662
Fax: +44 (0) 1305 262941
nmprison@compuserve.com

WHOLESALE
PAPER
MERCHANTS

FOR SALE as a going concern

Principal features include:
• Established 1980s
• Turnover of £1 million
• Significant asset base
• Freehold premises in London
• Comprehensive asset base including two principal machines

FOR FURTHER INFORMATION PLEASE WRITE TO THE FOLLOWING:

138/140 Southwark Street
London SE1 0SW

WEEKLY
SPORTS
TITLE

For Sale. Long Established, private owner.
Turnover £1m +
Box 86066, Financial Times,
One Southwark Bridge,
London SE1 9LW

London Residential
Care Home

Substantial property in prime location, complying with current regulations. Excellent trading record. Turnover £100,000 per annum. High Net Profit. Run under Management. Price £1,950,000 Freehold. Write to Box 86072, Financial Times, One Southwark Bridge, London SE1 9LW.

LEGAL NOTICES

IN THE HIGH COURT OF JUSTICE
COMPANIES DIVISION
CRANFORD COURT
No. 8046 of 1998
IN THE MATTER OF
TOWN CENTRE SECURITIES PLC
and IN THE MATTER OF THE
COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court (Chancery Division) dated 2 September 1998 confirming the selection of the capital to be sold in the liquidation of Town Centre Securities PLC (the "Company") is hereby published. The capital to be sold is 1,000,000 ordinary shares of 25 pence each (the "Shares") and 1,000,000 preference shares of 25 pence each (the "Preference Shares"). The Shares and Preference Shares are to be sold by public auction on 15 September 1998 at 10.00 am at the offices of the Liquidator, 150 Leadenhall Street, London EC3A 3HP. The Shares and Preference Shares are to be sold together with a certificate of the Company's assets and liabilities as at the date of the Order of the High Court. The Shares and Preference Shares are to be sold together with a certificate of the Company's assets and liabilities as at the date of the Order of the High Court. The Shares and Preference Shares are to be sold together with a certificate of the Company's assets and liabilities as at the date of the Order of the High Court.

THE INSOLVENCY ACT 1986
REALM PARK HEALTH CARE
(P.L.C.) LTD.
(INCORPORATED IN IRELAND)
NOTICE IS HEREBY GIVEN pursuant to Section 86 of the Insolvency Act 1986 that a meeting of creditors will be held at 150 Leadenhall Street, London EC3A 3HP on 14 September 1998 at 10.00 am for the purpose of considering the appointment of a liquidator and the appointment of a receiver and manager of the company's assets and liabilities. The meeting will be held at 150 Leadenhall Street, London EC3A 3HP. The meeting will be held at 150 Leadenhall Street, London EC3A 3HP. The meeting will be held at 150 Leadenhall Street, London EC3A 3HP.

ETBA
Finance
ECONOMIC & FINANCIAL SERVICES S.A.INVITATION FOR EXPRESSIONS OF INTEREST
IN PURCHASING THE ASSETS OF
HELLENIC HOSPITAL SUPPLIES INDUSTRY (ELBION) SA

ETBA FINANCE ECONOMIC AND FINANCIAL S.A. (formerly GREEK EXPORTS S.A.), established in Athens (1 Eristothelous St.), in its capacity as an advisor in accordance with articles 1-13 of Law 2001/1991 concerning denationalisation, Decision no. 2234/13.4.1998 of the bi-ministerial committee on denationalisations (DEA) and the contract signed with ELBION S.A. on 25/5/1998 for the sale of all its assets.

INVITES

Interested prospective buyers to express their interest by submitting to the Advisor (1 Eristothelous and Vass. Constantinou Streets, Athens, Greece) by 18:00 hrs. on 30 September 1998 a non-binding letter of intent for the purchase of the shares of ELBION S.A. This letter must be accompanied by an information file containing full details regarding the prospective buyer and, more specifically, for a company, regarding its ownership, administration and financial activity during the past three (3) years.

Summary data on the company for sale

ELBION S.A. is established on rented space in Athens at 3 G. Gerassiou Street and is the only unit in Greece producing one-shot sterilised plastic syringes and needles and owns two production units.

The first is established in Corinth on a plot of land 20,000m² in area with buildings covering 5,142m², producing one-shot syringes and needles.

The second is established at Mandra, Attica, on a plot of land 17,000m² in area with buildings covering 2,683m², producing sterilised hospital supplies.

Both units were established during the years 1978-79 by the DIMES company. Following financial problems they were transferred in 1984 to the Industrial Reconstruction Organisation (I.R.O.) and in 1987 to the Hellenic Pharmaceutical Organisation (E.O.P.H.) through its subsidiary company ELBION S.A. set up for this purpose by means of the procedure for special liquidation. Today 95% of ELBION S.A.'s shares are owned by E.O.P.H. and 5% by the Institute for Pharmaceutical Research (I.P.H.E.T.).

The sale of ELBION S.A. was decided upon within the framework of the government's denationalisation policy.

Sale Procedure and Time Frame

1. Shortlisting - invitation for expressions of interest - submission of binding offers

Following the submission of expressions of interest (by 30/09/1998) a shortlist will be drawn up by the Financial Advisor and the seller. Preference will be given to buyers who are actively engaged in the broader health sector. The shortlisted prospects will receive an invitation to submit a binding offer and, on signing a confidentiality agreement, will receive the Offering Memorandum from the Advisor accompanied by the terms of the tender and a specimen of the letter of guarantee.

2. Additional information

In the next stage of the procedure, interested buyers will be given access to confidential data, may visit the company's installations and may ask questions. This informative procedure will end on 30/10/1998.

3. Submission of binding offers - assessment of offers - signature of sale contract

On the basis of the tender, interested parties may submit to the Advisor by 14:00 hrs. on 01/11/1998 at the Advisor's offices at 1 Eristothelous and Vass. Constantinou Streets, Athens, Greece, a letter of guarantee for the amount of 250 million drachmas.

These offers will be opened immediately in the presence of all interested parties and their content will be announced.

Following the assessment of the offers and the adjudication to the highest bidder, the relative contract will be signed for the transfer of the total number of shares.

Basic terms for the submission of offers and letter of guarantee

1. Offers must be submitted within the time limit and must state the price, the method and time of payment, the currency and the rate of interest for any part on credit. Offers containing terms or conditions contingent on the binding nature of the offer will not be accepted.

2. Essential factors in the assessment of offers are the creditworthiness and reliability of the buyer, the buyer's activity in the broader health field, the size of the offered price, the number of assured job positions, the business plan and the height of investments to be made; the commitment to continuing the operation of the plant and finally the guarantees provided for abiding by the above factors.

3. All expenses arising from the sale, according to law, and other essential acts will burden the buyer.

4. On penalty of invalidation, offers must be accompanied by a letter of guarantee from a bank legally operating in Greece, as per specimen contained in the Offering Memorandum, by which the content of the offer will be covered. The letter must be valid until its return to the guarantor bank.

5. By submitting an expression of interest, prospective buyers agree to the present terms and recognise the power of the sellers to conclude or terminate this sale or modify unilaterally the above terms at their absolute discretion and

6. Because a significant part of the informative material prospective buyers will receive, will be in Greek, they will have to make their own arrangements for translation, if necessary.

For additional information, interested buyers may apply to

ETBA FINANCE S.A.,
1 Eristothelous and Vass. Constantinou Streets, Athens, Greece.
Tel: (301) 7260210, 7260258 and 7260799. Fax: (301) 7260954
attention Messrs. Ilias Nicolaou and Constantinos Georgis

BUSINESSES FOR SALE

ETTRICK & YARROW
SPINNERS LIMITED

(IN PROVISIONAL LIQUIDATION)
YARN SPINNING FACILITY

The Provisional Liquidator, Ian Rankin, offers for sale the whole production facility of this well established yarn spinning mill situated in Selkirk, in the Scottish Borders.

Principal features include:

- freehold property of approximately 72,000 sq ft
- modern self contained production facility
- on-site automated blending, carding, spinning and winding
- quality machinery by Houghes Duesberg-Bosson, Walker & Smith, Jungbaur, Savio and others
- 15-20 tonnes per week yarn capability
- suppliers to knitwear, upholstery and carpet industries

For further information, please contact Scott Milne of PricewaterhouseCoopers, Kintyre House, 209 West George Street, Glasgow G2 3LW. Tel: 0141 226 4894. Fax: 0141 242 7480.

PRICEWATERHOUSECOOPERS

PRECISION ENGINEERING

Precision Engineering Company, with a strong customer base are seeking to expand, by the purchase of a smaller company, or by forming a merger with a like business. The business should preferably be situated in the West Midlands area with a turnover in excess of £1m. All offers considered, but the company should have a strong management structure enabling it to integrate and complete in a larger market.

Any offers must be made in writing and must be accompanied by a letter of guarantee for the amount of 250 million drachmas.

These offers will be opened immediately in the presence of all interested parties and their content will be announced.

Following the assessment of the offers and the adjudication to the highest bidder, the relative contract will be signed for the transfer of the total number of shares.

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For further information, or to advertise in this section, please contact
Melanie Miles
Tel: 0171 873 3349
Fax: 0171 873 3064

السؤال الأول

EURO PRICES

EQUITIES

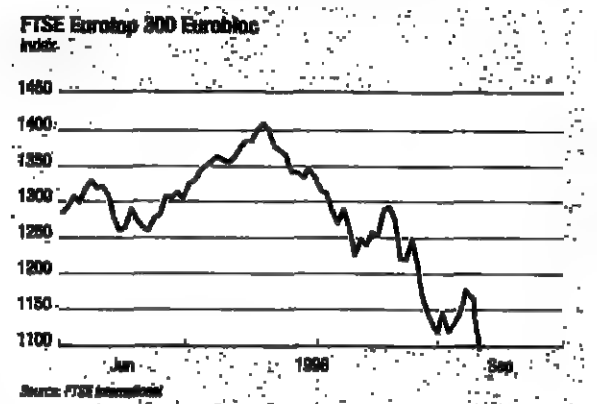
Europe frets over Clinton's fate

By Martin Dickson, Financial Editor

European markets plunged yesterday in reaction to Wall Street worries over President Clinton's survival and to further weakness in the dollar. The FTSE 100 index fell 4.7 per cent to 2422.83, down from 2538.50, while the broader FTSE 300 index dropped 4.92 to 1051.30. The FTSE 100 index, which tracks companies from founder members of European economic and monetary union, fell 46.06 points to 873.00.

The possibility of impeachment proceedings against President Clinton combined with the fragility of global markets to send Wall Street plunging from the opening. That sharply accentuated an earlier European slide. Bond markets rallied in safe-haven buying with the yield on the benchmark 10-year German bund dropping to 4.04 in late trading. The heaviest European equity falls were in the financial group, which dropped 6.02 per cent. Retail banks were down 6.2 per cent on worries of exposure to developing world debt, while other financials

dropped 7.28 per cent, and insurance fell 8.06 per cent. Among banks, Spanish groups with particular exposure to Latin America suffered heavily. Banco Bilbao dropped Ecu 1.10 to Ecu 10.01, while Banco de Santander dropped Ecu 1.40 to Ecu 13.76. Cyclical stocks were hard hit, with chemicals down 4.61 per cent, engineering off 4.61 per cent, and paper and packaging 5.77 per cent lower. German export stocks, vulnerable to a weaker dollar, saw sharp falls, including Daimler-Benz, down Ecu 3.40 to Ecu 78.86. Meanwhile, a research



FTSE EUROPE 300 EUROINDEX

Index	Open	High	Low	Close	Change
FTSE Europe 300	1051.30	1051.30	1051.30	1051.30	-4.92
FTSE Europe 100	873.00	873.00	873.00	873.00	-46.06

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FTSE ACTUARIES SHARE INDICES

Index	Open	High	Low	Close	Change
FTSE Actuaries Share Index	1051.30	1051.30	1051.30	1051.30	-4.92

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FTSE ACTUARIES SHARE INDICES

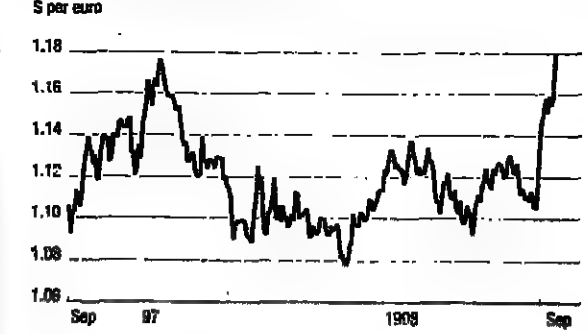
Index	Open	High	Low	Close	Change
FTSE Actuaries Share Index	1051.30	1051.30	1051.30	1051.30	-4.92

CURRENCIES & MONEY

FT SYNTHETIC EURO RATES

Country	Code	Change on day	Change on week	Change on month
Austria	AT	+0.0001	-0.0001	-0.0002
Belgium	BE	+0.0001	-0.0001	-0.0002
Denmark	DK	+0.0001	-0.0001	-0.0002
France	FR	+0.0001	-0.0001	-0.0002
Germany	DE	+0.0001	-0.0001	-0.0002
Greece	GR	+0.0001	-0.0001	-0.0002
Italy	IT	+0.0001	-0.0001	-0.0002
Japan	JP	+0.0001	-0.0001	-0.0002
Netherlands	NL	+0.0001	-0.0001	-0.0002
Portugal	PT	+0.0001	-0.0001	-0.0002
Spain	ES	+0.0001	-0.0001	-0.0002
Sweden	SE	+0.0001	-0.0001	-0.0002
Switzerland	CH	+0.0001	-0.0001	-0.0002
United Kingdom	GB	+0.0001	-0.0001	-0.0002
USA	US	+0.0001	-0.0001	-0.0002

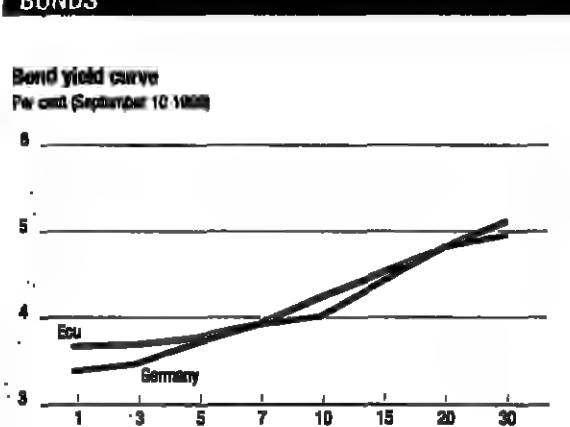
Synthetic Euro against the dollar



EUROZONE CURRENCY CONVERGENCE

Country	Code	Change on day	Change on week	Change on month
Austria	AT	+0.0001	-0.0001	-0.0002
Belgium	BE	+0.0001	-0.0001	-0.0002
Denmark	DK	+0.0001	-0.0001	-0.0002
France	FR	+0.0001	-0.0001	-0.0002
Germany	DE	+0.0001	-0.0001	-0.0002
Greece	GR	+0.0001	-0.0001	-0.0002
Italy	IT	+0.0001	-0.0001	-0.0002
Japan	JP	+0.0001	-0.0001	-0.0002
Netherlands	NL	+0.0001	-0.0001	-0.0002
Portugal	PT	+0.0001	-0.0001	-0.0002
Spain	ES	+0.0001	-0.0001	-0.0002
Sweden	SE	+0.0001	-0.0001	-0.0002
Switzerland	CH	+0.0001	-0.0001	-0.0002
United Kingdom	GB	+0.0001	-0.0001	-0.0002
USA	US	+0.0001	-0.0001	-0.0002

BONDS



EUROZONE CORPORATE BONDS

Country	Code	Change on day	Change on week	Change on month
Austria	AT	+0.0001	-0.0001	-0.0002
Belgium	BE	+0.0001	-0.0001	-0.0002
Denmark	DK	+0.0001	-0.0001	-0.0002
France	FR	+0.0001	-0.0001	-0.0002
Germany	DE	+0.0001	-0.0001	-0.0002
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Switzerland	CH	+0.0001	-0.0001	-0.0002
United Kingdom	GB	+0.0001	-0.0001	-0.0002
USA	US	+0.0001	-0.0001	-0.0002

GOVERNMENT BOND SPREADS vs ECU

Country	Code	Change on day	Change on week	Change on month
Austria	AT	+0.0001	-0.0001	-0.0002
Belgium	BE	+0.0001	-0.0001	-0.0002
Denmark	DK	+0.0001	-0.0001	-0.0002
France	FR	+0.0001	-0.0001	-0.0002
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Switzerland	CH	+0.0001	-0.0001	-0.0002
United Kingdom	GB	+0.0001	-0.0001	-0.0002
USA	US	+0.0001	-0.0001	-0.0002

EUROZONE CREDIT SPREADS vs ECU

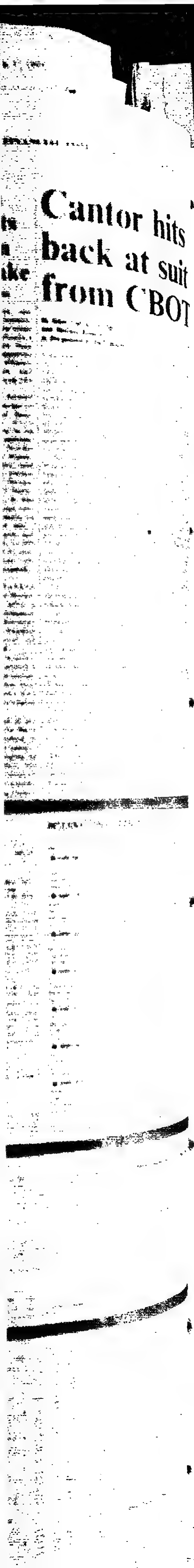
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Source: Intercontinental DataFeed Information. Figures shown are current market rates for the Eurozone. Figures for the UK are shown in pounds sterling.

THE GLOBAL INVESTMENT BANK THAT KNOWS EUROPE INSIDE OUT AND OUTSIDE IN.

CREDIT SUISSE FIRST BOSTON

With a unique balance of skills, culture and resources, Credit Suisse First Boston is helping clients position themselves to reap the benefits the euro will bring. No other firm has quite the same combination of global business and European "home market" capabilities.



Cantor hits back at suit from CBO

FINANCIAL TIMES FRIDAY SEPTEMBER 11 1998

Dollar suffers with Clinton and Brazil

MARKETS REPORT
By Simon Kuper

The latest slump in the US stock market, prompted by talk that President Bill Clinton might be impeached and that Brazil might default, sent the dollar to a 16-month low against the D-Mark yesterday.

The pound hit a 10-month low against the D-Mark. The Bank of England's monetary policy committee left interest rates unchanged, but hinted strongly that rates might soon be lowered.

"Deterioration in the international economy could increase the risk of inflation falling below the (official) target of 2.5 per cent," said the committee. Previously it had been perceived as biased towards rate rises.

The news of the Bank's turnaround followed Japan's rate cut on Wednesday and echoed Alan Greenspan, the Fed chairman, who said last

Friday that inflation was no longer the primary concern of the US. However, various Bundesbank council members suggested that Germany would not be joining the rate-cut brigade.

The pound also suffered from a survey by the Confederation of British Industry, which showed that UK retail sales were virtually stagnant last month for the first time in three years.

The dollar shed most of the Y6 it had gained against the yen on Wednesday, when Japan cut rates. The Japanese currency bounced as hedge funds continued to repay the yen they had used to buy emerging market assets in previous years.

Brazilian shares plunged more than 12 per cent, adding to pressure on the pegged real. Desmond Lachman, head of emerging market research at Salomon Smith Barney in New York, said Brazil could not maintain interest rates so high, because that was raising the cost of servicing its debt of about \$260bn. He said high interest rates throughout Latin America meant that the region's economies would slow sharply next year, hurting the US.

The dollar dropped 2.2 pips against the D-Mark and Y3 against the yen to close in London at DM1.662 and Y134.1. The pound dropped 2.3 pips against the D-Mark but rose 1.8 cents against the dollar to \$1.633. Short sterling futures contracts jumped, with the June 1999 contract up 15 basis points.

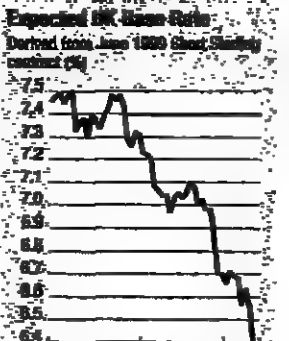
On the Moscow Interbank Currency Exchange, the ruble rose from 16 against the dollar to 13/14.25. The Polish zloty has long been that rare bird, a strong

emerging currency. So much so that Poland was yesterday able to cut the zloty's official targeted monthly rate of depreciation, by 15 basis points to 0.50 per cent. It also reduced the 28-day market intervention rate by 1 percentage point to 18 per cent. The zloty firmed.

The Bundesbank council members, back from holiday, are talking up the D-Mark. Tanned and relaxed, they were everywhere yesterday. Klaus-Dieter Kihlhafer did not rule out that the dollar might "fall into a downward glide" because of the influence of stricken Asia and Latin America on the US

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emerging currency. So much so that Poland was yesterday able to cut the zloty's official targeted monthly rate of depreciation, by 15 basis points to 0.50 per cent. It also reduced the 28-day market intervention rate by 1 percentage point to 18 per cent. The zloty firmed.

The Bundesbank council members, back from holiday, are talking up the D-Mark. Tanned and relaxed, they were everywhere yesterday. Klaus-Dieter Kihlhafer did not rule out that the dollar might "fall into a downward glide" because of the influence of stricken Asia and Latin America on the US

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CURRENCIES & MONEY

WORLD INTEREST RATES

MONEY RATES									
Day 10	Over night	One month	Three months	Six months	One year	Long term	Rate	Rate	Rate
Belgium	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	6.00	2.75	-	-
France	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	4.00	-	-	-
Germany	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	4.50	2.50	3.30	3.30
Italy	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	4.50	5.00	5.24	5.24
Netherlands	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	-	2.75	3.30	3.30
Switzerland	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	-	1.00	-	-
Japan	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	-	0.30	-	-

EURO CURRENCY INTEREST RATES									
Day 10	Over night	One month	Three months	Six months	One year	Long term	Rate	Rate	Rate
Belgium Franc	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	6.00	2.75	-	-
French Franc	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	4.00	-	-	-
German Mark	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	4.50	2.50	3.30	3.30
Italian Lira	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	4.50	5.00	5.24	5.24
Netherlands Guilder	3 1/2	3 1/2	3 1/2	3 1/2	3 1/2	-	2.75	3.30	3.30
Swiss Franc	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	-	1.00	-	-
Japanese Yen	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	-	0.30	-	-

THREE MONTH EURO CURRENCY FUTURES (LFF) 100,000 points of 100%									
Day 10	Open	Settle	Change	High	Low	Est. vol	Open int.	Open int.	Open int.
Dec	95.510	95.510	+0.010	95.520	95.500	60071	153708	153708	153708
Jan	95.520	95.520	+0.010	95.530	95.510	91328	52104	52104	52104
Mar	95.530	95.530	+0.010	95.540	95.520	98224	51250	51250	51250
Jun	95.540	95.540	+0.010	95.550	95.530	72515	28730	28730	28730

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Jan	95.520	95.520	+0.010	95.530	95.510	91328	52104	52104	52104
Mar	95.530	95.530	+0.010	95.540	95.520	98224	51250	51250	51250
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Jan	95.520	95.520	+0.010	95.530	95.510	91328	52104	52104	52104
Mar	95.530	95.530	+0.010	95.540	95.520	98224	51250	51250	51250
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Jan	95.520	95.520	+0.010	95.530	95.510	60071	153708	153708	153708
Feb	95.530	95.530	+0.010	95.540	95.520	60071	153708	153708	153708
Mar	95.540	95.540	+0.010	95.550	95.530	60071	153708	153708	153708
Apr	95.550	95.550	+0.010	95.560	95.540	60071	153708	153708	153708
May	95.560	95.560	+0.010	95.570	95.550	60071	153708	153708	153708
Jun	95.570	95.570	+0.010	95.580	95.560	60071	153708	153708	153708
Jul	95.580	95.580	+0.010	95.590	95.570	60071	153708	153708	153708
Aug	95.590	95.590	+0.010	95.600	95.580	60071	153708	153708	153708
Sep	95.600	95.600	+0.010	95.610	95.590	60071	153708	153708	153708
Oct	95.610	95.610	+0.010	95.620	95.600	60071	153708	153708	153708
Nov	95.620	95.620	+0.010	95.630	95.610	60071	153708	153708	153708
Dec	95.630	95.630	+0.010	95.640	95.620	60071	153708	153708	153708
Jan	95.640	95.640	+0.010	95.650	95.630	60071	153708	153708	153708
Feb	95.650	95.650	+0.010	95.660	95.640	60071	153708	153708	153708
Mar	95.660	95.660	+0.010	95.670	95.650	60071	153708	153708	153708
Apr	95.670	95.670	+0.010	95.680	95.660	60071	153708	153708	153708
May	95.680	95.680	+0.010	95.690	95.670	60071	153708	153708	153708
Jun	95.690	95.690	+0.010	95.700	95.680	60071	153708	153708	153708
Jul	95.700	95.700	+0.010	95.710	95.690	60071	153708	153708	153708
Aug	95.710	95.710	+0.010	95.720	95.700	60071	153708	153708	153708
Sep	95.720	95.720	+0.010	95.730	95.710	60071	153708	153708	153708
Oct	95.730	95.730	+0.010	95.740	95.720	60071	153708	153708	153708
Nov	95.740	95.740	+0.010	95.750	95.730	60071	153708	153708	153708
Dec	95.750	95.750	+0.010	95.760	95.740	60071	153708	153708	153708
Jan	95.760	95.760	+0.010	95.770	95.750	60071	153708	153708	153708
Feb	95.770	95.770	+0.010	95.780	95.760	60071	153708	153708	153708
Mar	95.780	95.780	+0.010	95.790	95.770	60071	153708	153708	153708
Apr	95.790	95.790	+0.010	95.800	95.780	60071	153708	153708	153708
May	95.800	95.800	+0.010	95.810	95.790	60071	153708	153708	153708
Jun	95.810	95.810	+0.010	95.820	95.800	60071	153708	153708	153708
Jul	95.820	95.820	+0.010	95.830	95.810	60071	153708	153708	153708
Aug	95.830	95.830	+0.010	95.840	95.820	60071	153708	153708	153708
Sep	95.840	95.840	+0.010	95.850	95.830	60071	153708	153708	153708
Oct	95.850	95.850	+0.010	95.860	95.840	60071	153708	153708	153708
Nov	95.860	95.860	+0.010	95.870	95.850	60071	153708	153708	153708
Dec	95.870	95.870	+0.010	95.880	95.860	60071	153708	153708	153708
Jan	95.880	95.880	+0.010	95.890	95.870	60071	153708	153708	153708
Feb	95.890	95.890	+0.010	95.900	95.880	60071	153708	153708	153708
Mar	95.900	95.900	+0.010	95.910	95.890	60071	153708	153708	153708
Apr	95.910	95.910	+0.010	95.920	95.900	60071	153708	153708	153708
May	95.920	95.920	+0.010	95.930	95.910	60071	153708	153708	153708
Jun	95.930	95.930	+0.010	95.940	95.920	60071	153708	153708	153708
Jul	95.940	95.940	+0.010	95.950	95.930	60071	153708	153708	153708
Aug	95.950	95.950	+0.010	95.960	95.940	60071	153708	153708	153708
Sep	95.960	95.960	+0.010	95.970	95.950	60071	153708	153708	153708
Oct	95.970	95.970	+0.010	95.980	95.960	60071	153708	153708	153708
Nov	95.980	95.980	+0.010	95.990	95.970	60071	153708	153708	153708
Dec	95.990	95.990	+0.010	96.000	95.980	60071	153708	153708	153708
Jan	96.000	96.000	+0.010	96.010	95.990	60071	153708	153708	153708
Feb	96.010	96.010	+0.010	96.020	96.000	60071	153708	153708	153708
Mar	96.020	96.020	+0.010	96.030	96.010	60071	153708	153708	153708
Apr	96.030	96.030	+0.010	96.040	96.020	60071	153708	153708	153708
May	96.040	96.040	+0.010	96.050	96.030	60071	153708	153708	153708
Jun	96.050	96.050	+0.010	96.060	96.040	60071	153708	153708	153708
Jul	96.060	96.060	+0.010	96.070	96.050	60071	153708	153708	153708
Aug	96.070	96.070	+0.010	96.080	96.060	60071	153708	153708	153708
Sep	96.080	96.080	+0.010	96.090	96.070	60071	153708	153708	153708
Oct	96.090	96.090	+0.010	96.100	96.080	60071	153708	153708	153708
Nov	96.100	96.100	+0.010	96.110	96.090	60071	153708	153708	153708
Dec	96.110	96.110	+0.010	96.120	96.100	60071	153708	153708	153708
Jan	96.120	96.120	+0.010	96.130	96.110	60071	153708	153708	153708
Feb	96.130	96.130	+0.010	96.140	96.120	60071	153708	153708	153708
Mar	96.140	96.140	+0.010	96.150	96.130	60071	153708	153708	153708
Apr	96.150	96.150	+0.010	96.160	96.140	60071	153708	153708	153708
May	96.160	96.160	+0.010	96.170	96.150	60071	153708	153708	153708
Jun	96.170	96.170	+0.010	96.180	96.160	60071	153708	153708	153708
Jul	96.180	96.180	+0.010	96.190	96.170	60071	153708	153708	153708
Aug	96.190	96.190	+0.010	96.200	96.180	60071	153708	153708	153708
Sep	96.200	96.200	+0.010	96.210	96.190	60071	153708	153708	153708
Oct	96.210	96.210	+0.010	96.220	96.200	60071	153708	153708	153708
Nov	96.220	96.220	+0.010	96.230	96.210	60071	153708	153708	153708
Dec	96.230	96.230	+0.010	96.240	96.220	60071	153708	153708	153708
Jan	96.240	96.240	+0.010	96.250	96.230	60071	153708	153708	153708
Feb	96.250	96.250	+0.010	96.260	96.240	60071	153708	153708	153708
Mar	96.260	96.260	+0.010	96.270	96.250	60071	153708	153708	153708
Apr	96.270	96.270	+0.010	96.280	96.260	60071	153708	153708	153708
May	96.280	96.280	+0.010	96.290	96.270	60071	153708	153708	153708
Jun	96.290	96.290	+0.010	96.300	96.280	60071	153708	153708	153708
Jul	96.300	96.300	+0.010	96.310	96.290	60071	153708	153708	153708
Aug	96.310	96.310	+0.010	96.320	96.300	60071	153708	153708	153708
Sep	96.320	96.320	+0.010	96.330	96.310	60071	153708	153708	153708
Oct	96.330	96.330	+0.010	96.340	96.320	60071	153708	153708	153708
Nov	96.340	96.340	+0.010	96.350	96.330	60071	153708	153708	153708
Dec	96.350	96.350	+0.010	96.360	96.340	60071	153708	153708	153708
Jan	96.360	96.360	+0.010	96.370	96.350	60071	153708	153708	153708
Feb	96.370	96.370	+0.010	96.380	96.360	60071	153708	153708	153708
Mar	96.380	96.380	+0.010	96.390	96.370	60071	153708	153708	153708
Apr	96.390	96.390	+0.010	96.400	96.380	60071	153708	153708	153708
May	96.400	96.400	+0.010	96.410	96.390	60071	153708	153708	153708
Jun	96.410	96.410	+0.010	96.420	96.400	60071	153708	153708	153708
Jul	96.420	96.420	+0.010	96.430	96.410	60071	153708	153708	153708
Aug	96.430	96.430	+0.010	96.440	96.420	60071	153708	153708	153708
Sep	96.440	96.440	+0.010	96.450	96.430	60071	153708	153708	153708
Oct	96.450	96.450	+0.010	96.460	96.440	60071	153708	153708	153708
Nov	96.460	96.460	+0.010	96.470	96.450	60071	153708	153708	153708
Dec	96.470	96.470	+0.010	96.480	96.460	60071	153708	153708	153708
Jan	96.480	96.480	+0.010	96.490	96.470	60071	153708	153708	153708
Feb	96.490	96.490	+0.010	96.500	96.480	60071	153708	153708	153708
Mar	96.500	96.500	+0.010	96.510	96.490	60071	153708	153708	153708
Apr	96.510	96.510	+0.010	96.520	96.500	60071	153708	153708	153708
May	96.520	96.520	+0.010	96.530	96.510	60071	153708	153708	153708
Jun	96.530	96.530	+0.010	96.540	96.520	60071	153708	153708	153708
Jul	96.540	96.540	+0.010	96.550	96.530	60071	153708	153708	153708
Aug	96.550	96.550	+0.010	96.560	96.540	60071	153708	153708	153708
Sep	96.560	96.560	+0.010	96.570	96.550	60071	153708	153708	153708
Oct	96.570	96.570	+0.010	96.580	96.560	60071	153708	153708	153708
Nov	96.580	96.580	+0.010	96.590	96.570	60071	153708	153708	153708
Dec	96.590	96.590	+0.010	96.600	96.580	60071	153708	153708	153708
Jan	96.600	96.600	+0.010	96.610	96.590	60071	153708	153708	153708
Feb	96.610	96.610	+0.010	96.620	96.600	60071	153708	153708	153708
Mar	96.620	96.620	+0.010	96.630	96.610	60071	153708	153708	153708
Apr	96.630	96.630	+0.010	96.640	96.620	60071	153708	153708	153708
May	96.640	96.640	+0.010	96.650	96.630	60071	153708	153708	153708
Jun	96.650	96.650	+0.010	96.660	96.640	60071			

COMMODITIES & AGRICULTURE

La Niña on the heels of El Niño

Hopes among commodity markets of a return to normal in world weather conditions have been put in doubt but many are wary of predicting a big impact, says Paul Solman

As the world's commodity markets labour under the weight of the Asian financial crisis and Russia's economic difficulties, one bright spot has been the prospect that the world weather systems would return to normal after the havoc created by El Niño.

However, in the wake of El Niño - "little boy" in Spanish - comes his sister, La Niña, which is forecast to bring its own climatic changes until the middle of next year.

El Niño occurs approximately every seven years and La Niña is part of the same cycle. So where the little boy goes, his sister follows.

"La Niña is the opposite of El Niño. Where El Niño was a warming of sea surface temperatures, La Niña is a cooling down," says Dr Mike Davey of the Meteorological Office in London.

El Niño's effects included drought in locations as far apart as Panama, the Philippines, South Africa and Costa Rica.

By contrast, La Niña is expected to bring wetter weather than usual to many regions, especially equatorial Pacific, Dr Davey says. On the other side of the world, where El Niño brings rain to Brazil, La Niña usually brings drier weather.

However, some weather watchers are cautious about predicting the effects of La Niña.

Judith Ganes, analyst at Merrill Lynch in New York, points out that, even though last year's El Niño system brought big climate changes, some of the expected crop devastation did not materialise.

"Ivory Coast was expecting huge losses in the cocoa crop, but it didn't happen, so it can be dangerous to speculate," she says.

Wheat market prices rose last year on the expectation that El Niño would cut supplies from Australia, one of the world's biggest exporters. But they dropped when Australia's crop losses were offset by an unusually large harvest in the US.

Lawrence Eagles at CNI in London says: "After one of the biggest El Niño events on record, a lot of people are very wary about predicting a big impact from La Niña. Although last year's El Niño had a big effect on weather conditions, its actual economic impact was more muted."

In some cases, such as the oilseed crops in Brazil and Argentina, El Niño actually helped boost production.

Weather problems have also been blamed on El Niño and La Niña when such a link is questionable. Mr Eagles points out that the widespread

flooding in China in the past few months has been attributed to La Niña, though the cause is not certain.

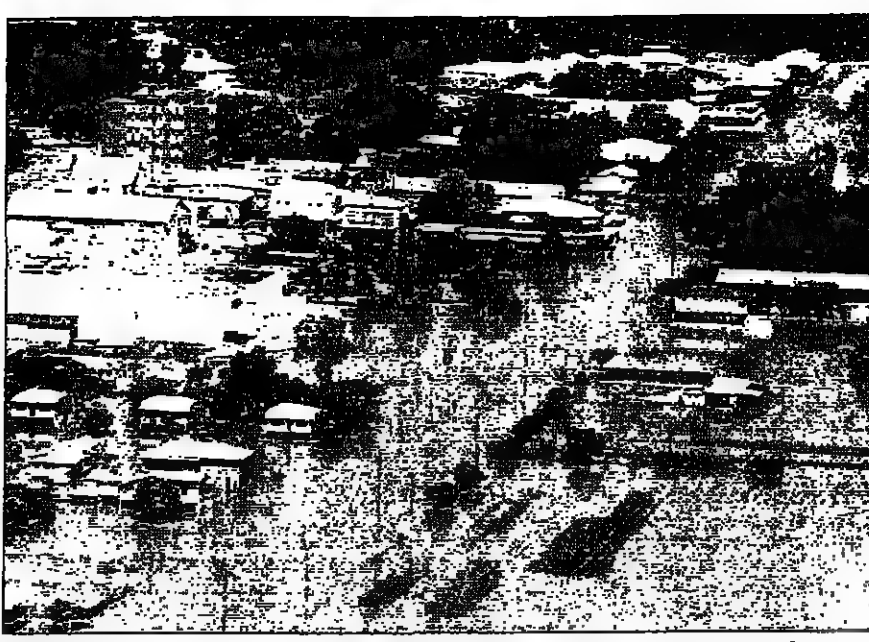
Ms Ganes says: "There is a tendency to look for a cause for big changes in the weather. Last year, it was El Niño; before that it was global warming."

Scientists believe La Niña may be linked to greater hurricanes activity, such as hurricanes Bonnie and Earl which swept the US east coast in the past month.

"Increased hurricane activity with La Niña could be because El Niño tends to suppress hurricane activity," says Mr Eagles.

"There were fewer hurricanes last year. But it's too early in the hurricane season to see whether there has been a real increase."

Much of La Niña's impact will be down to timing. "Crops will react differently to unusually wet weather, depending on



Floods hit Australia in January but a smaller wheat crop was offset by a big harvest in the US

whether it arrives during the wet season or the dry season," says Mr Eagles. "El Niño was so powerful this time that La Niña has started a little later than usual - nearer the northern hemisphere's winter. So the wet weather might have less of an impact on crops there."

Australia and east Asia could experience heavier rainfall as well as south-east Asia and especially Indonesia, Malaysia and Thailand. That could mean crop damage or better yields, depending on how long the rain stays, says Mr Eagles.

"Colder than usual weather in North America and northern Europe, brought by La Niña, is likely to increase demand for natural gas and heating oil," said one analyst in New York.

'Clinton effect' helps lift gold price

MARKETS REPORT

By Kenneth Gooding and Paul Solman

Gold was caught up in the uncertainties created by the threat that US President Bill Clinton might be impeached. As the dollar weakened and US share prices fell, gold was "fixed" in London yesterday afternoon at \$390.50 a troy ounce, up by \$7.05, or 2.5 per cent. It held on to its gains in New York trading.

Much of the increase came from funds covering short positions, dealers said. Andy Smith, analyst at the Mitsui trading group, pointed out that, apart from the "Clinton effect", there were uncertainties caused by Russia's economic collapse and turmoil in Asia. "If gold couldn't rise when all this is going on, when would it go up?", he asked.

Dealers suggested gold might go higher in the short term before selling by Australian and South African producers capped the move.

Oil prices rose after figures from the American Petroleum Institute showed US crude stocks had dropped 6.68m barrels to 529.9m barrels in the week ended September 4.

Traders said the price was also helped by news that the UN had suspended its review of sanctions against Iraq. The review might have led to increased oil exports under the oil for food programme.

In late trading on London's International Petroleum Exchange, the benchmark October contract Brent crude was \$13.34 a barrel, compared with Wednesday's close of \$12.76.

White sugar futures dropped to \$215.50 a tonne in late trading on the London International Financial Futures Exchange compared with Wednesday's close of \$220.40.

COFFEE ASSOCIATIONS SEEK SUPPLIES TO FREE-UP EXPORTS

Call for imports from Indonesia

By Kunal Bose in Calcutta

Associations representing Indian coffee exporters have asked the federal government to allow the free import of robusta coffee from Indonesia to tide India over a shortfall in domestic supply.

As the exporters have cancelled contracts for more than 5,000 tonnes of robusta coffee since they were not sure of getting supplies, prices for November delivery robusta cherry AB have risen by Rs5 (12 US cents) a kilogram to Rs85 at the last auction.

According to the associations, the shippers are likely to cancel many more contracts for robusta coffee even at the risk of India being

branded an unreliable supplier. "This will lead to discounting of Indian coffee prices in the world market in the future," they say.

India, which exports nearly 75 per cent of its coffee production, has built "a chain of loyal roasters in Italy, Japan, Greece and Australia who use Indian robusta as primary coffee in the blends".

The cancellation of export contracts by Indian shippers will force these roasters to use robusta of other origins. The shippers want the government to allow coffee import as a "damage control measure".

However, the Coffee Board, which must recommend import levels to the

government, does not consider the situation to be "grave enough" to warrant imports of Indonesian coffee.

Instead, the board has lifted the robusta crop estimate by 10,000 tonnes to 140,000 tonnes for the 1998-99 season (October to September).

Board officials think a higher crop estimate and the fact that harvesting in the main growing centres will start early in 1998-99, because the monsoon arrived before its normal time this year, will encourage the growers to dispose of their present stocks.

However, the Board has not taken into account the tendency of coffee planters to hold on to their stocks to ensure better prices.

India is the world's sixth largest coffee producer and grows both robusta and arabica varieties. The arabica crop estimate for 1998-99 is 100,000 tonnes.

India harvested a total coffee crop of 233,000 tonnes in 1997-98 against 206,000 tonnes the previous year when the season was poor.

Coffee produced in India is grouped under the "other milids" category. Unlike robusta, prices of arabica coffee on the domestic futures exchange have remained weak in line with world trends.

India exported 138,000 tonnes of robusta coffee in 1997-98 and after providing for domestic consumption, there is hardly any coffee left for export.

Rio Tinto warns on shorts

By Kenneth Gooding, Mining Correspondent

David Humphreys, chief economist at Rio Tinto, the world's biggest mining company, gave a clear hint yesterday that the London Metal Exchange should look at its rules to see if speculative short selling by hedge funds ought to be held in check.

He said the key factor in the drop in base metals prices in 1998 to the lowest levels for several years was "an onslaught" of funds engaging in short selling - selling metal they did not own in the hope that the price would fall and they could cover their positions later at a lower price.

With \$120bn under management, compared with the combined value of LME

warehouse stocks of less than \$2bn, "it is clear that these funds have more than enough muscle to move metal prices substantially."

Mr Humphreys said in a paper issued to coincide with the release of Rio's half-year results yesterday.

"The ability of the funds to influence the market depends not a little on their being able to take positions on the short side of the market on a scale that would almost certainly not be permitted on the long side," he added.

He said there were "reasonable grounds for believing that, as a result of the funds' anticipation of conditions of oversupply, metals prices have, for the present, touched bottom". However, this did not imply there would be an imminent and lasting recovery.

"That prices should, by pushing high-cost producers into a loss-making condition, implicitly be signalling the need for production cuts, is, to say the least, odd in such circumstances," Mr Humphreys said.

"Recent price levels would seem to have been rather more a function of uncertainty about the future - an uncertainty at times evidently bordering on panic - than any definitive knowledge about the present," he added.

He said there were "reasonable grounds for believing that, as a result of the funds' anticipation of conditions of oversupply, metals prices have, for the present, touched bottom". However, this did not imply there would be an imminent and lasting recovery.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE
(Prices from development metal trading)

Aluminium, 99.7 purity (5 per tonne)

Cash 3 months

Close 1346-47 1371-72

Previous 1364-65 1387-88

High/Low 1387/1365

AM Official 1346-45 1369-69

Open 1346-45 1378-55

Open 1346-45 1378-55

Open 1346-45 1378-55

Open 1346-45 1378-55

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PRECIOUS METALS CONTINUED

IN GOLD COMEX (100 Troy oz; \$1000/oz)

Sett. Day's price change High Low Vol

Sep 280.7 +5.3 285.0 283.0 10,980

Oct 281.4 +5.3 285.7 283.0 10,980

Nov 282.1 +5.3 286.4 283.0 10,980

Dec 282.8 +5.3 287.1 283.0 10,980

Jan 283.5 +5.3 287.8 283.0 10,980

Feb 284.2 +5.3 288.1 283.0 10,980

Mar 284.9 +5.3 288.4 283.0 10,980

Apr 285.6 +5.3 288.7 283.0 10,980

May 286.3 +5.3 289.0 283.0 10,980

Jun 287.0 +5.3 289.3 283.0 10,980

Jul 287.7 +5.3 289.6 283.0 10,980

Aug 288.4 +5.3 289.9 283.0 10,980

Sep 289.1 +5.3 290.2 283.0 10,980

Oct 289.8 +5.3 290.5 283.0 10,980

Nov 290.5 +5.3 290.8 283.0 10,980

Dec 291.2 +5.3 291.1 283.0 10,980

Jan 291.9 +5.3 291.4 283.0 10,980

Feb 292.6 +5.3 291.7 283.0 10,980

Mar 293.3 +5.3 292.0 283.0 10,980

Apr 294.0 +5.3 292.7 283.0 10,980

May 294.7 +5.3 293.4 283.0 10,980

Jun 295.4 +5.3 294.1 283.0 10,980

Jul 296.1 +5.3 294.8 283.0 10,980

Aug 296.8 +5.3 295.5 283.0 10,980

Sep 297.5 +5.3 296.2 283.0 10,980

Oct 298.2 +5.3 296.9 283.0 10,980

Nov 298.9 +5.3 297.6 283.0 10,980

Dec 299.6 +5.3 298.3 283.0 10,980

Jan 300.3 +5.3 299.0 283.0 10,980

Feb 301.0 +5.3 299.7 283.0 10,980

Mar 301.7 +5.3 300.4 283.0 10,980

Apr 302.4 +5.3 301.1 283.0 10,980

May 303.1 +5.3 301.8 283.0 10,980

Jun 303.8 +5.3 302.5 283.0 10,980

Jul 304.5 +5.3 303.2 283.0 10,980

Aug 305.2 +5.3 303.9 283.0 10,980

Sep 305.9 +5.3 304.6 283.0 10,980

Oct 306.6 +5.3 305.3 283.0 10,980

Nov 307.3 +5.3 306.0 283.0 10,980

Dec 308.0 +5.3 306.7 283.0 10,980

Jan 308.7 +5.3 307.4 283.0 10,980

Feb 309.4 +5.3 308.1 283.0 10,980

Mar 310.1 +5.3 308.8 283.0 10,980

Apr 310.8 +5.3 309.5 283.0 10,980

May 311.5 +5.3 310.2 283.0 10,980

Jun 312.2 +5.3 310.9 283.0 10,980

GRAINS AND OIL SEEDS

IN WHEAT (1000 metric tons; \$1000/ton)

Sett. Day's price change High Low Vol

Sep 71.10 +0.50 71.60 71.10 229,200

Oct 71.15 +0.50 71.65 71.15 229,200

Nov 71.20 +0.50 71.70 71.10 229,200

Dec 71.25 +0.50 71.75 71.10 229,200

Jan 71.30 +0.50 71.80 71.10 229,200

Feb 71.35 +0.50 71.85 71.10 229,200

Mar 71.40 +0.50 71.90 71.10 229,200

Apr 71.45 +0.50 71.95 71.10 229,200

May 71.50 +0.50 72.00 71.10 229,200

Jun 71.55 +0.50 72.05 71.10 229,200

Jul 71.60 +0.50 72.10 71.10 229,200

Aug 71.65 +0.50 72.15 71.10 229,200

Sep 71.70 +0.50 72.20 71.10 229,200

Oct 71.75 +0.50 72.25 71.10 229,200

Nov 71.80 +0.50 72.30 71.10 229,200

Dec 71.85 +0.50 72.35 71.10 229,200

Jan 71.90 +0.50 72.40 71.10 229,200

Feb 71.95 +0.50 72.45 71.10 229,200

Mar 72.00 +0.50 72.50 71.10 229,200

Apr 72.05 +0.50 72.55 71.10 229,200

May 72.10 +0.50 72.60 71.10 229,200

Jun 72.15 +0.50 72.65 71.10 229,200

Jul 72.20 +0.50 72.70 71.10 229,200

Aug 72.25 +0.50 72.75 71.10 229,200

Sep 72.30 +0.50 72.80 71.10 22

FT MANAGED FUNDS SERVICE

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Highs & Lows shown on a 52 week basis

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THE NASDAQ STOCK MARKET

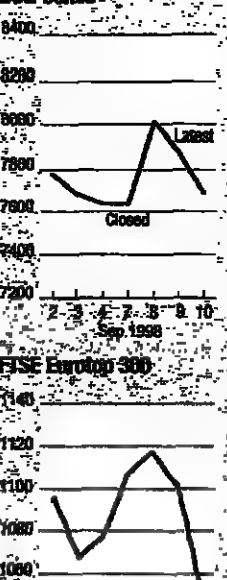
US INDICES

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U.S. DATA

MARKET ACTIVITY									
Volume (billion)				NYSE					
Sept 10	Sept 9	Sept 8		Sept 10	Sept 9	Sept 8			
NYSE	878,948	704,370	814,670	Index Traded	1,513	3,503	2,919		
				Volume	2,770	3,000	2,815		
	38,176	25,257	36,322	Up/Down	2,146	2,144	872		
				Unchanged	380	81	382		
				Not Rated	21	21	25		
NASDAQ	706,907	608,643	763,000	Not Rated	20	120	120		
NYSE TRADING ACTIVITY				Volume: 878,948,950					
IN ACTIVE STOCKS				IN BIGGEST MOVERS					
Thursday	Stocks traded	Close change	Day's change	Thursday	Close change	Day's change	Day's %		
Inter	12,380,390	399+	-3	Union	108	+1%	+0.3		
Travel	11,572,000	394+	-4	Noranda	108	+1%	+0.7		
Energy	10,616,000	394+	-4	General	108	+1%	+0.7		
Transport	9,626,000	394+	-1	Domestic	228	+0%	+18.0		
Health	8,167,000	392+	-2	Foreign	139	+1%	+15.8		
Technology	7,952,000	394+	-1	Import	199	-2%	-14.1		
Telecom	5,953,000	315+	-9%	Export	142	-2%	-14.2		
Automotive	5,770,000	774	-3%	Oil	239	+4%	+15.0		
Food	5,616,000	394+	-1	Gold	199	-2%	-14.2		
Chemicals	5,375,000	654+	+14	Pollution	194	-2%	-12.8		
NASDAQ TRADING ACTIVITY				Volume 578,047,950					
IN ACTIVE STOCKS				IN BIGGEST MOVERS					
Thursday	Stocks traded	Close change	Day's change	Thursday	Close change	Day's change	Day's %		
Technology	37,474,000	\$58	-2%	Unsettled					

Dow Jones



JAPAN

	2014	2013	2012	2011	2010	1998	Since completion
		2014	2013	2012	2011	Low	High
MARK 225	14680.03	14755.54	14913.48	17264.34	13515.63	20915.6	85.29
Day's high:	14692.04	Day's low:	14330.92				
IN TOKYO TRADING ACTIVITY							
Volume = 364,000,000							
ACTIVITY STOCKS				IN BUSINESS MOVED			
Activity	Stocks	Close	Day's	Thursday	Close	Day's	Day's
	change	change	change			change	change
Apple	17,600.00	333	+	Japan	147	+	+6.5
Google	12,574.00	220	-2	Taiwan	224	+	+0.9
Microsoft	9,769.00	254	+	France	225	+	+1.0
Amazon	7,800.00	10	-1	Germany	110	+	+4.0
Facebook	8,105.00	410	-37	Denmark	110	+	+0.5
Twitter	7,897.00	1221	-33	Switzerland	115	-28	-18.4
LinkedIn	7,800.00	67	-1	Spain	110	-37	-8.3
Netflix	6,908.00	92	-4	Italy	775	+	+7.0
IBM	6,927.00	93	-1	Venezuela	702	-49	-7.3
Oracle	5,952.00	1587	-7				
MARK 225							
Day's high:	6474.53	Day's low:	6275.11				
IN NEW YORK TRADING ACTIVITY							
Volume = 94							
ACTIVITY STOCKS				IN BUSINESS MOVED			
Activity	Stocks	Close	Day's	Thursday	Close	Day's	Day's
	change	change	change			change	change
Apple	17,600.00	333	+	Japan	147	+	+6.5
Google	12,574.00	220	-2	Taiwan	224	+	+0.9
Microsoft	9,769.00	254	+	France	225	+	+1.0
Amazon	7,800.00	10	-1	Germany	110	+	+4.0
Facebook	8,105.00	410	-37	Denmark	110	+	+0.5
Twitter	7,897.00	1221	-33	Switzerland	115	-28	-18.4
LinkedIn	7,800.00	67	-1	Spain	110	-37	-8.3
Netflix	6,908.00	92	-4	Italy	775	+	+7.0
IBM	6,927.00	93	-1	Venezuela	702	-49	-7.3
Oracle	5,952.00	1587	-7				

FRANCE

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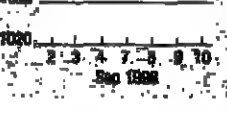
■ RATION

	Sep 4	Aug 28	Aug 21	Year ago
Dow Jones Ind. Div. Yield	1.95	1.84	1.84	1.87
	Sep 8	Sep 2	Aug 26	Year ago
S & P Ind. Div. yield	1.43	1.47	1.33	1.54
S & P Ind. P/E ratio	29.54	28.84	30.83	24.80

total	18.2
AcuSys	16.9

Open	14,654,300	27%	+1%	Renar	17%	+2%	+10.7
Acct	14,414,000	100%	-1%	Stagen	9%	+9%	+13.8
Gen Co	13,862,800	78%	-3%	Dowes			
PrdCo	13,689,100	45%	-1%	SilcoMo	14%	-10%	-65.8
GenCo	10,103,200	43%	+1%	StorTel	10%	-7%	-40.6
InterTel	9,852,100	10%	-2%	YngProc	33%	-12%	-28.9
Cellco	8,053,300	44%	-1%	Milcom	24%	-6	-19.8

1140



1.2	1.2
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Net Sales	892,759	94	+5.1	DuPont	680	+10	+2.1
Cost of Sales	689,752	103.5	-6	Wendell			
Gross Profit	703,007	83.2	+4.8	Shawmut	726	-7	-4.3
Operating Expenses	574,684	70.2	-3.2	Litton	36.85	-3	-4.9
Operating Income	633,662	154.5	-8.1	Dixie	123	-12	-8.3
Interest Expense	617,336	119.6	-10.7	Bayview	719.5	-10.7	-8.1
Income Before Taxes	581,587	59.26	-3.78	W	124.5	-11	-8.1
Taxes	554,484	81	-2.7				

in United States	43,28
in other countries	70,54

Black	29,547,190	70%	Leeds Scot	71%	+17.9
Black	38,240,639	71%	London Wark	36	+5
Black	22,850,338	74%	Chelms. Vg	86%	+18
Black	22,706,180	100%	Downs		
Black	18,830,640	177%	Royal Dents	10%	-27%
Black	18,306,070	211%	BTR	107%	-34%
Black	18,473,770	188	Cycle Blower	50%	-11
Black	18,250,960	200			

INDEX FUTURES

	Open	Sett. price	Change	High
IN SUP 200				
Sep	1001.80	866.00	-115.00	1002.30
Dec	--	1013.20	--	--
IN Wttdl 200				
Sep	Open	Sett. price	Change	High
Sep	14770.0	14600.0	-170.0	14820.0
Dec	14730.0	14490.0	-190.0	14850.0

Low	Est. vol.	Open int.	Open	Set
57.00	198,213	298,914	3755.0	3
12.90	54,671	147,081	3781.5	3
Low	Est. vol.	Open int.	Open	Set
520.0	20,619	118,007	4890.0	4
430.0	28,572	134,373	4828.0	4

	Change	High	Low	Est. vol.	Open Int.
	-171.5	3755.0	3575.0	37,337	167,752
	-171.5	3781.5	3636.0	180	23,537
	-185.0	4890.0	4691.0	41,505	80,925
	-185.0	4925.0	4725.0	4,109	14,218

Symbol	Open	Sell Price	Change	High
AXP	647.00	656.00	-22.50	647.00
	646.00	639.00	-16.00	647.25
WYNN	6690.0	6470.0	-330.0	6750.0

	Est. vol.	Open int.
0	38,303	168,854
1	2,317	2,806
2	8,861	28,267

WORLD MARKETS AT A GLANCE

FUTURE MARKETS BY A GEORGE						
Commodity	Index	May 10	May 9	May 8	1990 High	
Aluminum	Unsettled	1290.25	1297.25	1430.00	2295.67	230
*Aluminum under contract for June of 1990 is expected to be the lowest in the year.						
Copper	All Deliveries	206.33	204.25	205.12	207.00	184
Gold	All Deliveries	355.00	353.33	360.00	713.00	234
*Gold is expected to be the lowest in the year.						
Iron Ore	Unsettled	40.00	39.75	39.75	40.00	200
Lead	All Deliveries	118.11	118.00	120.21	120.25	200
Nickel	All Deliveries	118.11	118.00	120.21	120.25	200
Platinum	Unsettled	40.00	39.75	39.75	40.00	200
Silver	All Deliveries	118.11	118.00	120.21	120.25	200
Steel	Unsettled	40.00	39.75	39.75	40.00	200
Wheat	Unsettled	40.00	39.75	39.75	40.00	200
Yield	Unsettled	40.00	39.75	39.75	40.00	200
Zinc	All Deliveries	118.11	118.00	120.21	120.25	200
*Zinc is expected to be the lowest in the year.						
Aluminum	Unsettled	1290.25	1297.25	1430.00	2295.67	230
*Aluminum under contract for June of 1990 is expected to be the lowest in the year.						
Copper	All Deliveries	206.33	204.25	205.12	207.00	184
Gold	All Deliveries	355.00	353.33	360.00	713.00	234
*Gold is expected to be the lowest in the year.						
Iron Ore	Unsettled	40.00	39.75	39.75	40.00	200
Lead	All Deliveries	118.11	118.00	120.21	120.25	200
Nickel	All Deliveries	118.11	118.00	120.21	120.25	200
Platinum	Unsettled	40.00	39.75	39.75	40.00	200
Silver	All Deliveries	118.11	118.00	120.21	120.25	200
Steel	Unsettled	40.00	39.75	39.75	40.00	200
Wheat	Unsettled	40.00	39.75	39.75	40.00	200
Yield	Unsettled	40.00	39.75	39.75	40.00	200
Zinc	All Deliveries	118.11	118.00	120.21	120.25	200
*Zinc is expected to be the lowest in the year.						

[illegible][illegible]

Index	Rep 10	Rep 0	Rep 1	Rep 2	1995
USA 30	472355	489222	490630	570540	2294
USA 30	1006730	1122114	115165	1462654	2294
a sector had equal weight under the 1995 index as it had under the 1990 index					
USA 50	5430	5133	5251	47141	51
USA 50	1006730	1122114	115165	1462654	2294
the GFC remains the same as the 1990 GFC					
USA 50	1006730	1122114	115165	1462654	2294
the GFC remains the same as the 1990 GFC					
USA 50	1006730	1122114	115165	1462654	2294
the GFC remains the same as the 1990 GFC					
USA 50	1006730	1122114	115165	1462654	2294
the GFC remains the same as the 1990 GFC					
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the GFC remains the same as the 1990 GFC					
USA 50	1006730	1122114	115165	1462654	2294
the GFC remains the same as the 1990 GFC					
USA 50	1006730	1122114	115165	1462654	2294

Year	Yield	P/E
22/31	2.05	20.3
04/31		
03/39	06	06
29/49	3.3	12.8
04/49		
03/57	06	06
10/59		
03/1961	4.12	8.9
03/1969		
10/1969	1.92	15.4
12/1971	2.07	21.1
06/76	06	06
10/1971	2.50	19
06/1971	1.33	22.1

Emch RegesterFX 50	379.2	388.9	404.0
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1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	1982-83	1983-84	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68	2068-69	2069-70	2070-71	2071-72	2072-73	2073-74	2074-75	2075-76	2076-77	2077-78	2078-79	2079-80	2080-81	2081-82	2082-83	2083-84	2084-85	2085-86	2086-87	2087-88	2088-89	2089-90	2090-91	2091-92	2092-93	2093-94	2094-95	2095-96	2096-97	2097-98	2098-99	2099-00	2100-01	2101-02	2102-03	2103-04	2104-05	2105-06	2106-07	2107-08	2108-09	2109-10	2110-11	2111-12	2112-13	2113-14	2114-15	2115-16	2116-17	2117-18	2118-19	2119-20	2120-21	2121-22	2122-23	2123-24	2124-25	2125-26	2126-27	2127-28	2128-29	2129-30	2130-31	2131-32	2132-33	2133-34	2134-35	2135-36	2136-37	2137-38	2138-39	2139-40	2140-41	2141-42	2142-43	2143-44	2144-45	2145-46	2146-47	2147-48	2148-49	2149-50	2150-51	2151-52	2152-53	2153-54	2154-55	2155-56	2156-57	2157-58	2158-59	2159-60	2160-61	2161-62	2162-63	2163-64	2164-65	2165-66	2166-67	2167-68	2168-69	2169-70	2170-71	2171-72	2172-73	2173-74	2174-75	2175-76	2176-77	2177-78	2178-79	2179-80	2180-81	2181-82	2182-83	2183-84	2184-85	2185-86	2186-87	2187-88	2188-89	2189-90	2190-91	2191-92	2192-93	2193-94	2194-95	2195-96	2196-97	2197-98	2198-99	2199-00	2200-01	2201-02	2202-03	2203-04	2204-05	2205-06	2206-07	2207-08	2208-09	2209-10	2210-11	2211-12	2212-13	2213-14	2214-15	2215-16	2216-17	2217-18	2218-19	2219-20	2220-21	2221-22	2222-23	2223-24	2224-25	2225-26	2226-27	2227-28	2228-29	2229-30	2230-31	2231-32	2232-33	2233-34	2234-35	2235-36	2236-37	2237-38	2238-39	2239-40	2240-41	2241-42	2242-43	2243-44	2244-45	2245-46	2246-47	2247-48	2248-49	2249-50	2250-51	2251-52	2252-53	2253-54	2254-55	2255-56	2256-57	2257-58	2258-59	2259-60	2260-61	2261-62	2262-63	2263-64	2264-65	2265-66	2266-67	2267-68	2268-69	2269-70	2270-71	2271-72	2272-73	2273-74	2274-75	2275-76	2276-77	2277-78	2278-79	2279-80	2280-81	2281-82	2282-83	2283-84	2284-85	2285-86	2286-87	2287-88	2288-89	2289-90	2290-91	2291-92	2292-93	2293-94	2294-95	2295-96	2296-97	2297-98	2298-99	2299-00	2300-01	2301-02	2302-03	2303-04	2304-05	2305-06	2306-07	2307-08	2308-09	2309-10	2310-11	2311-12	2312-13	2313-14	2314-15	2315-16	2316-17	2317-18	2318-19	2319-20	2320-21	2321-22	2322-23	2323-24	2324-25	2325-26	2326-27	2327-28	2328-29	2329-30	2330-31	2331-32	2332-33	2333-34	2334-35	2335-36	2336-37	2337-38	2338-39	2339-40	2340-41	2341-42	2342-43	2343-44	2344-45	2345-46	2346-47	2347-48	2348-49	2349-50	2350-51	2351-52	2352-53	2353-54	2354-55	2355-56	2356-57	2357-58	2358-59	2359-60	2360-61	2361-62	2362-63	2363-64	2364-65	2365-66	2366-67	2367-68	2368-69	2369-70	2370-71	2371-72	2372-73	2373-74	2374-75	2375-76	2376-77	2377-78	2378-79	2379-80	2380-81	2381-82	2382-83	2383-84	2384-85	2385-86	2386-87	2387-88	2388-89	2389-90	2390-91	2391-92	2392-93	2393-94	2394-95	2395-96	2396-97	2397-98	2398-99	2399-00	2400-01	2401-02	2402-03	2403-04	2404-05	2405-06	2406-07	2407-08	2408-09	2409-10	2410-11	2411-12	2412-13	2413-14	2414-15	2415-16	2416-17	2417-18	2418-19	2419-20	2420-21	2421-22	2422-23	2423-24	2424-25	2425-26	2426-27	2427-28	2428-29	2429-30	2430-31	2431-32	2432-33	2433-34	2434-35	2435-36	2436-37	2437-38	2438-39	2439-40	2440-41	2441-42	2442-43	2443-44	2444-45	2445-46	2446-47	2447-48	2448-49	2449-50	2450-51	2451-52	2452-53	2453-54	2454-55	2455-56	2456-57	2457-58	2458-59	2459-60	2460-61	2461-62	2462-63	2463-64	2464-65	2465-66	2466-67	2467-68	2468-69	2469-70	2470-71	2471-72	2472-73	2473-74	2474-75	2475-76	2476-77	2477-78	2478-79	2479-80	2480-81	2481-82	2482-83	2483-84	2484-85	2485-86	2486-87	2487-88	2488-89	2489-90	2490-91	2491-92	2492-93	2493-94	2494-95	2495-96	2496-97	2497-98	2498-99	2499-00	2500-01	2501-02	2502-03	2503-04	2504-05	2505-06	2506-07	2507-08	2508-09	2509-10	2510-11	2511-12	2512-13	2513-14	2514-15	2515-16	2516-17	2517-18	2518-19	2519-20	2520-21	2521-22	2522-23	2523-24	2524-25	2525-26	2526-27	2527-28	2528-29	2529-30	2530-31	2531-32	2532-33	2533-34	2534-35	2535-36	2536-37	2537-38	2538-39	2539-40	2540-41	2541-42	2542-43	2543-44	2544-45	2545-46	2546-47	2547-48	2548-49	2549-50	2550-51	2551-52	2552-53	2553-54	2554-55	2555-56	2556-57	2557-58	2558-59	2559-60	2560-61	2561-62	2562-63	2563-64	2564-65	2565-66	2566-67	2567-68	2568-69	2569-70	2570-71	2571-72	2572-73	2573-74	2574-75	2575-76	2576-77	2577-78	2578-79	2579-80	2580-81	2581-82	2582-83	2583-84	2584-85	2585-86	2586-87	2587-88	2588-89	2589-90	2590-91	2591-92	2592-93	2593-94	2594-95	2595-96	2596-97	2597-98	2598-99	2599-00	2600-01	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1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030																																																																						

[illegible]

12/1	88	78
10/30	1.57	1.84
11/45	9.5	94.5
17/100	4.35	10.4
10/100	78	78
10/1.0	88	85
10/0.1	70	70
10/12/1	105	105
11/12/1		
13/12/1		
10/12/1	105	105
15/7.0	305	105
70/10	105	105

* See Step 2: Tailor Weighted Price \$755.71; Mean Gap Is \$75.89. Harvard. ♦ Texas. (d) Closed. (e) In round values that are large and rounded during the day. (The figures in brackets are previous day's. ♦

THE NASDAQ STOCK MARKET

[illegible]

THE NASDAQ STOCK MARKET

[illegible]

AMEX PRICES

[illegible]

EASDAQ

[illegible]

STOCK MARKETS

Impeachment talk adds to uncertainty

WORLD OVERVIEW

The possibility that President Clinton might be impeached was the latest piece of bad news to depress global equity markets, writes Philip Coggan.

While his departure might make little difference to economic policy (and far less than, say, the resignation of Alan Greenspan), the uncertainty created by the impeachment talk was the last thing that nervous

investors needed. And it did not help that some of the bearish themes of the last few weeks repeated themselves.

Shares in Société Générale fell sharply as it revealed FF8bn of provisions to cover emerging market losses, and bank stocks in general continued to take a battering.

Concerns about the outlook for US corporate profits were highlighted by the warning from Procter &

Gamble, the US consumer goods giant, on Wednesday. And Latin America, seen by many as the "next domino" in the emerging markets, suffered big stock market losses after the Brazilian central bank announced a deterioration in the government's finances. Brazil has been suffering a foreign exchange drain as investors worry about devaluation.

In the midst of all this, Russian president Boris Yeltsin gave up on the candidacy

of Victor Chernomyrdin as prime minister and switched to Yevgeny Primakov. Since Mr Primakov is acceptable

MORNING'S CHANGES	
	% Change
Sao Paulo	-11.5
Buenos Aires	-7.3
Mexico City	-6.4
Santiago	-6.3
Caracas	-3.3

to parliament, that at least gives Russia a government,

but the new man is not seen as a reformer.

All this weighed heavily on equity markets, with investors switching into the safe havens of bonds and gold. On Wall Street, the Dow Jones Industrial Average quickly lost more than 200 points and by lunchtime in New York, it had lost all the ground gained in Tuesday's record points rise.

European markets had started to weaken on Wednesday but yesterday's

setback decisively put paid to the mini-rally that began on Friday. Both Paris and Frankfurt lost more than 4 per cent. The fall in the dollar, which was linked to President Clinton's problems, was another depressant for European bourses.

While it is too early to describe the correction as bear market, the pattern of temporary rallies that give way to further precipitate declines, is a classic symptom of bearish phases.

EMERGING MARKET FOCUS

Riga follows in Unibanka wake

The financial and political crisis in Russia has capped a dismal year for the Riga stock exchange in Latvia.

Over the past 12 months, the Dow Jones Riga stock exchange index, weighted by market capitalisation, has lost more than two-thirds of its value. The summer has provided no respite, with the index shedding about 45 per cent of its value in August.

The extent of Latvian banks' heavy exposure to the Russian market became clear three weeks ago. The news stoked fears about the solidity of some financial institutions and exporting companies as several banks cut profit forecasts.

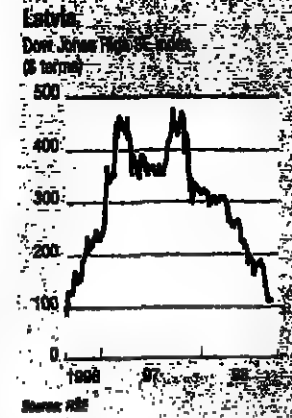
Figures from Latvia's central bank suggest the banking sector had 8 per cent of its total assets, or 170m lats (\$285.8m), invested in the Russian market. Of that sum, short-term Russian GKO treasury bills accounted for about 72m lats.

Blue-chip Unibanka, Latvia's second biggest bank, took a beating after it disclosed that 3.2 per cent of its assets, or 9.8m lats, was held in Russian GKO T-bills.

Unibanka's highly liquid stock fell by more than 30 per cent in the last week of August after the bank cut its profit forecast for the year to 4.7m lats from 5.5m. The shares have recovered, providing a measure of support to the very illiquid market.

"The [Riga] Dow Jones index goes where Unibanka goes," said Girts Ozols of Hansabank Markets in Riga. Unibanka stock has on occasion accounted for more than 80 per cent of market turnover.

The stock of Komercbanka, the country's fourth biggest bank whose Russian exposure amounted to about 14 per cent of assets, has not recovered from a 60 per cent plunge at the end of August. Komercbanka suffered a three-day run on deposits as customers feared the bank



Latvia: Dow Jones Riga stock exchange index. Source: Riga Stock Exchange

would collapse because of its Russian exposure. It eventually suspended early payments of time deposits, with the approval of Latvia's central bank, which said Komercbanka was not in danger of collapsing.

Though analysts are doubtful, the bank is sticking to its pre-crisis profit forecast of 4.2m lats.

There is not much activity in Komercbanka shares, and there are few hopes for immediate recovery, said Renars Karass of Tallinn Supreme Securities. "It will recover but it may take a year," he added.

For all the travails of the largest banks, it was Latvia's ninth biggest, Kapital bank, which earned the dubious distinction of being the first outside Russia to go bust as a consequence of its exposure to the Russian bond market. According to the central bank, Kapital bank had up to half its assets of 68m lats invested in Russia.

Latvia's larger public-quoted industrial companies are also bracing themselves for lean times.

About 20 per cent of Latvia's exports go to Russia, and several companies have already said they would halt exports until they could make sure their goods would be paid for.

Matej Vipotnik

Dow tumbles on concerns for presidency

AMERICAS

US shares tumbled in early trading as Treasuries pushed higher on growing concerns about the Clinton presidency and renewed Latin American worries, writes John Labate in New York.

The Dow Jones Industrial Average went into a nose-dive as Congress met to discuss issues concerning potential impeachment proceedings against President Clinton. Sentiment was also deeply undermined by currency pressure and a severe shakeout for equities across Latin America.

Banking shares took a pounding, with the Philadelphia Stock Exchange's bank index tumbling more than 5 per cent to 617.34. Among the steepest fallers were money centre banks, with Citicorp down more than 7 per cent or 8 1/4 at 86 1/4.

The Dow was down 242.02 to 7,623.00 by early afternoon, a loss of more than 3 per cent, with the blue-chip index coming within 100 points of last week's lows. The Standard & Poor's fell 25.72 to 890.48.

Among Dow stocks, American Express was off more than 7 per cent to \$70 1/8.

Brokerage shares also fell back sharply, with Merrill Lynch down 10 per cent or 8 1/4 at \$39 1/4. Hambrecht & Quist tumbled more than 14 per cent to \$19 1/4.

Technology and small-cap shares were hurt less than blue chips, with the Nasdaq composite off 41.98 or 2.6 per cent at 1,582.57. The Russell 2000 index of small-cap shares was down 7.23 to 345.44.

As stocks plunged, US Treasury notes and bonds surged in price across the maturity range, with some issues notching up record low yields. The benchmark long bond was up 1/8 to 104 1/8, yielding 5.214 per cent.

Software leader Microsoft was down \$2 1/2 to \$99 1/4 one day after the company issued subpoenas to its rivals related to the US government's anti-trust case against it.

TORONTO tracked Wall Street's lower in early trading in spite of a determined rally by the heavy-weight gold sector where morning gains of 5 per cent were commonplace.

By noon, the 300 composite index was off \$9.06 at 5,772.70 in good two-way volumes as the weak opening on Wall St and a surge for local bonds combined to depress investor sentiment.

Banks led the way lower in spite of talk that the government is set to recommend that the ban on bank mergers be lifted.

Royal Bank of Canada came off 88 cents at C\$99.96 and Bank of Nova Scotia 78 cents at C\$28.40.

Currency fears trigger Latin American rout

Latin American markets fell steeply in morning trading as worries about the stability of a number of currencies sparked a wave of selling across the region.

SAO PAULO streamed lower from the opening bell, pushed down by a renewed outbreak of devaluation fears as foreign money continued to flee the country.

Outflows from commercial and floating financial markets totalled \$1.14bn on Wednesday.

By mid-session, the benchmark Bovespa index was off 843 or 11.4 per cent at 5,012. The leading blue-chip fallers were Telebras, down 11.1 per cent at R\$22.90, and Petrobras, which lost 13.6 per cent at R\$101.99.

MEXICO CITY also

plunged. Share market activity was described as heavy as the central bank intervened to support the peso and the local money markets surged, lifting overnight Cetes to 40 per cent.

The IPC index was down 198.12 or 6.3 per cent at 2,999.14 at mid-session.

SANTIAGO fell as traders squared positions ahead of today's public holiday. By mid-session the IPSA index was off 3.43 at 58.17, a decline of 5.8 per cent. Volumes were said to be minimal.

CARACAS, hit earlier this month by an effective devaluation of the bolivar following a widening of the central bank's trading band, shed 92.14 or 3.3 per cent to 2,729.90 on the IBC index.

EUROPE

Bank shares were sucked into a whirlpool of selling yesterday as concern about the industry's emerging market exposure climbed to new highs.

French banks led the rout with the early run of half-year results from the sector falling to reassure investors. Société Générale fell 1.8 per cent in turnover of FF1.4bn. The bank, which split out first-half emerging market provisions late on Wednesday, but disappointed analysts by not detailing the amount of overall lending exposures, gave up FF113 at FF841.

BNP fell FF32.20 to FF337.80, Paribas tumbled FF34.50 to FF342 and CCF lost FF26.10 at FF385.50.

German banks remained under pressure with Hypo-Vereinsbank tumbling DM17.10 to DM118.70. Deutsche Bank lost DM6.25 to

DM102.10. Dresdner Bank fell DM2.05 to DM70.45 and Commerzbank DM1.88 lower at DM50.22.

Swiss banks resumed their slide after Wednesday's news that Credit Suisse's investment banking arm, CS First Boston, had \$8.9 billion of exposure to Russia and Brazil.

Credit Suisse, down almost 10 per cent on Wednesday, lost another SF14 to SF196, as banking analysts took contrasting views on the stock. Morgan Stanley upgraded its investment rating and said its share price target was SF245.

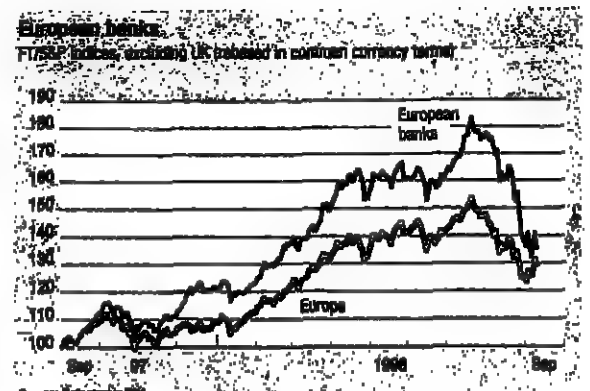
Lehman Brothers, however, cut its rating, saying that the downgrade reflected CSFB's \$250m losses by the end of August because of its exposure to Russia. Lehman added that uncovered exposures remained substantial.

PARIS closed just 19 points above its low for the session with the CAC 40 index off 172.7 at 3,889.35 in heavy turnover of FF12.9bn.

Schneider and STMicroelectronics both fell more than 10 per cent. Schneider shed FF34.80 at FF305.10 while the Franco-Italian chips group, hit by the latest round of negative demand news from the industry, came off FF36 at FF315.

Ustunor lost FF4.20 at FF57.85 as worries about Asian imports hit sentiment. Foods group Danone was the one blue chip to stand out against the downtrend, adding FF12 to FF11.57.

FRANKFURT dropped more than 8 per cent to its lowest levels of the day, hit by Wall Street's early tumble and a weak dollar's fall to a



European bank index. Source: Bloomberg

and further charges seemed likely. Rival UBS was down SF40 at SF435.

In Vienna, Bank Austria took another beating, dropping Sch99 to Sch808 after a 6 per cent slide on Wednesday as investors continued to focus on its Russian liabilities.

Italian banks were hard hit with three blue-chip financials suspended limit down: BCI down L\$68 to L\$213, Banca di Roma L\$84 lower at L\$2,883 and San Paolo off L\$175 at L\$2,136.

Sentiment was equally depressed in Spain where Latin American devaluation scares were again rife. Santander fell Pta235 to Pta223 and BBV lost Pta206 or 11.1 per cent to Pta1,670. Up to 30 per cent of both banks' total lending is to Latin America.

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Gold defies downward trend

SOUTH AFRICA

Gold in Johannesburg rallied strongly but the broad market fell foul of the global downturn and the all share index closed off 121.4 at 4,833.9.

Industrials tumbled 236.3

or 4.5 per cent to 5,025.5 and financials moved steeply lower, losing 186.2 at 5,738.7. Overall volume, though, was modest. SA Breweries fell R7 to R54.

Gold's spurted 8.4 per cent, adding 61.1 at L\$1,232 as the bullion price pushed higher.

Tokyo slips despite yen rally

ASIA PACIFIC

Despite a better day for the yen, which rallied against the dollar, TOKYO fell for the second day running as the Bank of Japan's cut in interest rates failed to inspire confidence, writes Alexandra Murray.

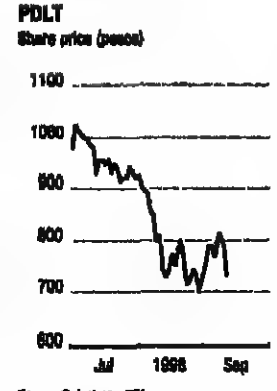
The Nikkei 225 Average lost 89.51 or 0.6 per cent at 14,666.03 in moderate trading. The index moved between 14,530.82 and 14,902 and turnover fell back to about 370m shares.

The Topix index of all first-section shares lost 0.6 per cent or 6.1 at 1,109.91. In Osaka, the OSE finished down 89 at 15,254.

Banks suffered losses and there was heavy selling near the close of trading. The financial sector fell steeply, losing 3.3 per cent. Long Term Credit Bank of Japan slipped Y2 to Y32 and Sumitomo lost Y23 to Y1,110. Bank of Tokyo-Mitsubishi lost Y7 to Y1,087.

Fuji Bank, which has denied reports of losses from derivatives trading, gained Y4 to Y338 as the day's most heavily traded issue. Sakura Bank gained Y8 to Y254.

Electronics companies were also down. Toshiba



Source: Reuters/FT

came off Y4 to Y470. Hitachi Y1 to Y819 and Fujitsu Y23 to Y1,221.

Trading houses Marubeni and Nissho Iwai fell after Moody's cut its ratings for the companies. The former lost Y1 to Y234 and Nissho Iwai Y5 to Y190.

KUALA LUMPUR had another volatile run, falling 9.45 or 2.4 per cent to 380.20 on the composite index after movements of plus 22, minus 21 and plus 11.5 per cent over the past three sessions.

Volume turned lower with 201m shares traded, against 383m on Wednesday, as traders struggled to make sense of the capital controls

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Year	Profit (HUF bn)
1996 H1	10
1997 H1	15
1998 H1	25

Exploration & Production operating profit

Year	Profit (HUF bn)
1996 H1	5
1997 H1	10
1998 H1	15

Refining & Marketing operating profit

Year	Profit (HUF bn)
1996 H1	5
1997 H1	10
1998 H1	15

Group net income (IAS)

Year	Income (HUF bn)
1996 H1	5
1997 H1	10
1998 H1	15

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RICHARD DONKIN

The ultimate job test

Employee drug testing, commonplace in the US, will become the norm in Europe

The job is almost yours. You are eminently qualified and you breeze through the interview. The pay, conditions, holidays and prospects for advancement look ideal. But there is the minor matter of the drug test. How would you feel about giving a urine or hair sample to your prospective employer?

A book published this week argues that drug testing in the workplace is inevitable and necessary. It criticises the UK government for failing to tackle the issue in its recent white paper on drugs and forecasts that the testing of employees, which has become commonplace in the US, will soon become a dominant issue in the UK.

Patrick Dixon, the book's author, says governments are "scared" of using drug prevention programmes, including workplace testing, even though as many as 70 per cent of all drug users are in work. He argues that "employers should be able to choose to take action where staff are found to test

positive for drug use, if they work in situations where the health or safety of others could be compromised". He believes that drug testing could be combined with a drive against alcohol intoxication.

However, reluctant European governments may be to confront such issues, the US experience would suggest that it is time the implications of workplace drug testing are researched and debated before inappropriate legislation is enacted that does not fully consider civil liberties and the fairness and use of the tests.

Employee drug testing in the US has grown into a \$340m a year industry. By January 1998, says the book, some 81 per cent of large US companies were testing for drugs, covering 40 per cent of the workforce. Some 95 per cent of employers with workforces of more than 2,500 people had drug policies and 91 per cent had drug testing programmes. Federal policy is to spread the use of testing into small businesses, which would

bring some 87 per cent of the workforce into the net.

Drink and drug problems are rife in some US industries. The US construction industry has reported substance abuse by up to one in four workers. One survey of 550 large and small companies found that one-third viewed drugs and alcohol as problems; and half of the companies said they would sack an employee on the spot if they were found to be under the influence of drugs or alcohol at work.

Testing, says Dr Dixon, has made significant inroads into preventing drug abuse, although one example given in the book perhaps says more about the creation of social problems by irresponsible employment policies than it does about abuses by employees. He quotes a plastics company in the mid-west where some staff took stimulants to keep awake when management increased the normal eight-hour shift to 12 hours in an attempt to raise production.

When the safety manager began to find powder residues and razor-cut marks on equipment he realised

that amphetamine addiction had become widespread. The company estimated that between 15 and 30 per cent of the workforce were taking drugs, often on the job, and began testing in line with a drugs education and prevention programme. Drug taking had fallen to "negligible levels" within a year, writes Dr Dixon.

He cites another example of a Wisconsin cardboard factory whose insurers became concerned about an unexpectedly high level of accident claims. The introduction of random drugs testing and education programmes reduced accident claims by 72 per cent the following year and led to an 80 per cent decrease in days lost because of injuries.

According to figures quoted by Manpower, the employment agency, SmithKline Beecham, which carried out some 5m drug tests among its US workforce last year, reported that 5 per cent tested positive for illegal substances, down from 6.8 per cent in 1996. Drug use has declined each year, says the company, since 1994 when 7.5 per cent of its US workers tested positive.

Cocaine use, which had accounted for almost a quarter of all positive tests in 1996 had dropped to 16 per cent of positive tests in 1997, although marijuana use had increased.

The company has recently become worried about workers trying to cheat tests

by adding nitrates to their urine samples. Employee testing is spawning a flood of new products, some of which are designed for drug detecting and others which claim to produce negative test results. Advice is also appearing on the Internet, including a "guide to passing a piss test". Company urine testers are referred to colloquially by civil liberties organisations as "bladder cops".

Dr Dixon quotes studies in the US that claim that substance abusers, including those with an alcohol problem, are a third less productive than other workers and are three times more likely to be late.

But US civil liberties groups make a distinction between those who use cannabis and those who drink, claiming that cannabis users have better absenteeism records than alcohol users.

The American Civil Liberties Union has accused US companies of wasting millions of dollars a year on urine testing. But few might oppose the safety argument for drug testing in transport. The US Department of Transport, for example, has the largest drug testing programme in the world, covering 6m workers. Those who test positive are referred for professional help.

While the case for the use of testing in transport may be compelling, it may be far less so for its routine adoption across all sectors.

Recent controversies over the use of drugs in sport have demonstrated that the issues are unclear. European governments will find it increasingly difficult to avoid the issue for much longer as US companies with a European presence seek to impose their drug testing policies more widely. Companies will need guidance.

Drug testing should only be introduced after a company has a written substance abuse policy, supervisory training, and employee education and assistance programmes.

The need to do something may well be driven by commercial pressures ahead of any government initiative. Some companies in the US have found themselves under pressure from insurers to introduce testing among employees. Dr Dixon expects such pressures to emerge in Europe.

"Companies that don't test will go bust. Their insurance premiums will go through the roof," he says.

"Workplace drug testing is urgently needed and will be forced on employers for economic and safety reasons."

"The Truth About Drugs by Patrick Dixon, Hodder & Stoughton, £1.99. It is available from FT Bookshop by ringing Freecall 0500 500 635 (UK) or +44 181 324 5811 (outside the UK). Free p&p in UK"

richard.donkin@FT.com



WORKING BRIEFS

IoD to provide training and workshops for board directors

The UK's Institute of Directors has launched a new service to provide training, workshops and advice on the role of directors. The service can provide preparatory training for senior executives who are about to join a main or subsidiary board and specific training for existing directors. One area, for example, might be preparing for restructuring or a merger.

The service also offers induction courses for new directors and board appraisal, which can be particularly useful for a family business bringing in new shareholders or for those undertaking a management buy-out or buy-in. "The consultancy is a response to a growing number of requests for training and consultancy for boards and senior managers within their own company," says David McWilliam, the head of the new service. +44 171 766 8834/8837

Works councils

Companies seeking advice on how to organise European works councils

may benefit from lessons learned by those who have already established them, which are included in a new report from the UK's Involvement and Participation Association.

The study is based on interviews with management and employees in 26 companies who have already set up works councils. Most set them up during the UK opt-out from the European Union directive.

Rachel Sloan, the report's author, says that the best works councils have developed a clear policy on issues such as disclosure, appropriate levels of consultation and whether the council has any legitimacy in corporate decision-making. *European Works Councils: Moving Forward with Employee Consultation*, £10, +44 171 354 8040

Ageism advice

Ageism among recruiters is damaging the job prospects of older graduates, according to the Employers' Forum on Age and the Association of Graduate Careers Advisory Services. They have issued an advice sheet for mature graduates seeking work. Some graduates as young as 29, they say, have had problems getting a place on graduate entry schemes. Details: +44 1227 762285

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All direct responses will be forwarded to Walker Hamill

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Head of Trading

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- ◆ Capability to work cross culturally in the most dynamic and promising emerging market in the world.

This is truly an outstanding opportunity to join such a distinguished investment bank whilst it is still in a period of substantial growth.

To be considered for the above role, please forward your CV including salary details, to Michelle Sochor or Jonathan Stokes at Michael Page Eastern Europe, Page House, 39-41 Parker Street, London WC2B 5LN, UK, telephone +44 (0) 171 269 2465, fax +44 (0) 171 831 3440, e-mail: mp.e.europe@michaelpage.com www.michaelpage.com

Proprietary Trading Support

J.P. Morgan is a global financial organisation of unprecedented scope and strength. It is firmly established as one of the world's major players in the fields of sales and trading, mergers and acquisitions, equity investments and fund management.

The Proprietary Trading desk in London takes large risk positions across a wide spectrum of markets. Products traded include swaps, credit derivatives, FX options, equities, bonds, FRAs, futures and options.

As a result of the area's continued growth, a high-profile position has arisen within the desk's support group. This team is based on the trading floor and has constant liaison with the proprietary traders. This is a highly dynamic and demanding role which requires a top calibre individual.

The position involves profit/loss and risk substantiation, analysis and reconciliation, as well as infrastructure and new product reviews. The complexity of the products requires an exceptional candidate with 3-5 years of experience post graduation, some of which should be in interest rate products. Ideally this experience would have been gained in a financial or middle office environment. A professional accounting qualification is desirable but not a prerequisite.

If you are resilient, self-motivated and a strong communicator and you feel you meet the above criteria, please contact Alex Cooper at Michael Page City, 50 Cannon Street, London EC4N 6JJ. Telephone 0171 269 1904, fax 0171 329 2974 or e-mail: alexcooper@michaelpage.com quoting reference 447528.

JPMorgan

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Business Analyst

Acquisitions, Mergers & Bidding

"The telecommunications market is one of the most rapidly changing in the world today. Telecommunications networks are society's nervous system, critical to industrial competitiveness and social cohesion".

Middlesex

With the liberalisation of the global telecoms market, this company with a worldwide presence, annual sales in excess of £10 billion and listed on all three major stock exchanges, is undergoing a rapid global transformation.

To facilitate this change, there is now a need for a Business Analyst to support the development of commercial opportunities, including new mobile telecom licences and acquisitions, through providing financial and business evaluations.

Your responsibilities will include:

- ◆ Financial and commercial evaluations of new business opportunities, particularly acquisitions.
- ◆ Investment appraisal and company valuation through developing financial models for investments.
- ◆ Analysis of financing packages in conjunction with corporate finance.

£44,000 + Car + Benefits

- ◆ Development and monitoring of strategic business plans including KPI measurement.

The successful candidate will be an ambitious qualified accountant with first class technical ability, ideally from a corporate finance background and with the experience of commercial evaluations, modelling skills and development of corporate strategy. You will need to display a hands-on approach and excellent communication and self management skills, you will be able to work in a multi disciplinary team environment. This role will involve international travel.

Interested applicants should forward an up-to-date curriculum vitae including current remuneration and daytime contact number to Keith Mackenzie at Michael Page Finance, Europe House, Church Street, Old Isleworth, Middlesex TW7 6BA, or fax on 0181 847 5703 or e-mail: keithmackenzie@michaelpage.com quoting ref 413794. www.michaelpage.com

Michael Page

FINANCE

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

Japanese Equity Fund Manager

Excellent Package

With funds under management of over \$55 billion, Phillips & Drew is one of the UK's leading institutional fund managers, offering a full range of investment products to meet the needs of corporates, local authorities and charities.

Due to internal reorganisation, we are looking to recruit a fund manager with strong knowledge of the Japanese equity market to join our small Japanese investment team, which is based in London and has a strong track record.

Your role

The role predominantly involves identifying investment opportunities and managing client portfolios. You will undertake a significant amount of research and analysis, and you will be expected to produce sound analytical justifications for your recommendations. You will also have responsibility for structuring and maintaining client portfolios. Frequent overseas travel is part of the role.

Your qualifications

With 5 years' experience of detailed research of Japanese companies, you must be able to demonstrate a track record of successful investments and sound knowledge of the Japanese equity market. To complement your strong analytical ability, you will be an effective team player with excellent communication skills, as well as the ability and keenness to take personal responsibility for managing client portfolios.

Essential requirements are a strong academic background and IMRO registration. Good Japanese language skills are desirable. Ideally, you will hold the IMR (or equivalent) qualification, although we will support the right candidate through a structured study programme for this.

What we can offer

As well as a well-established and successful business profile, you will enjoy a professional, team-oriented and supportive working environment, and a highly competitive remuneration package including discretionary performance award, housing allowance, non-contributory pension scheme and private healthcare.

To apply, please send your CV and covering letter to: Mrs Lefki Frangou, Personnel Officer, Phillips & Drew Limited, Triton Court, 14 Finsbury Square, London EC2A 1FD.

Regulated by IMRO

phillips & drew

EUROPEAN CENTRAL BANK

VACANCY IN THE EUROPEAN CENTRAL BANK

FUNCTIONAL SYSTEM SUPPORT EXPERT IN THE DIRECTORATE GENERAL FOR OPERATIONS

The European Central Bank (ECB), established in Frankfurt am Main on 1 June 1998, is urgently seeking a functional system support expert for its Directorate General for Operations. The ECB has its own terms and conditions of employment, including a competitive salary structure, retirement plan, health insurance and relocation benefits. Candidates must be a national of a Member State of the European Union.

The holder of this position will be a member of the Application Support Team which will maintain and further develop the ECB FinanceKIT system. This system is used for the management of the ECB's foreign reserve assets, the management of the ECB's own funds and the ECB's monetary policy operations. It will be used by all euro-area central banks across a private network. FinanceKIT has front- middle- and back-office functionality.

The Application Support Team will have both functional and technical expertise. Its tasks will include end-user assistance, co-operation with the vendor, co-operation with IT experts, specification, configuration, testing, documentation and data management.

Qualifications

- Good knowledge of trading operations
- Practical experience of supporting systems in the field of trading or portfolio management (front- middle- or back-office systems).
- Ability to analyse business requirements, present them in writing, and implement them in practice.
- Ability to organise and conduct testing activities in a systematic way.
- Ability to work under time pressure.
- Ability to take responsibility for tasks related to development and maintenance.
- Very good command of English and proven drafting ability in English. Working knowledge of other European Union languages is desirable.

Ref: ECB/GS/12/98FT

Applications

Applications should include a Curriculum Vitae and a recent photograph, together with references confirming the required experience and skills. They should quote the reference number and should be addressed to the European Central Bank, Directorate Personnel, Postfach 16 03 19, D-60066 Frankfurt am Main, and should reach us no later than 30th September 1998. Applications will be treated in the strictest confidence and will not be returned.

This vacancy is also published on Internet: <http://www.ecb.int> but applications should only be submitted on paper via surface mail.



FINANCIAL TIMES

les Echos
Le Quotidien de l'Economie

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Karl Loynton on +44 0171 873 3694

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OFFICER

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\$500MM Sales seeks
Experienced CFO.
West Coast. Public
Company Experience.
Send resumes to:
Research Department,
P.O. Box 537, Grand
Central Station, New
York, NY 10163

Become a Key Financial
Centre of the

The financial services industry is the most dynamic and rapidly changing in the world today. It is a sector of the economy that is growing at a rapid pace and is a key component of the global financial system. The industry is a sector of the economy that is growing at a rapid pace and is a key component of the global financial system. The industry is a sector of the economy that is growing at a rapid pace and is a key component of the global financial system.

Financial Services Authority

**MANAGER
ASSET
MANAGEMENT
DIVISION**

Middle East
Excellent Package

HW

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Broad-based role managing a team of

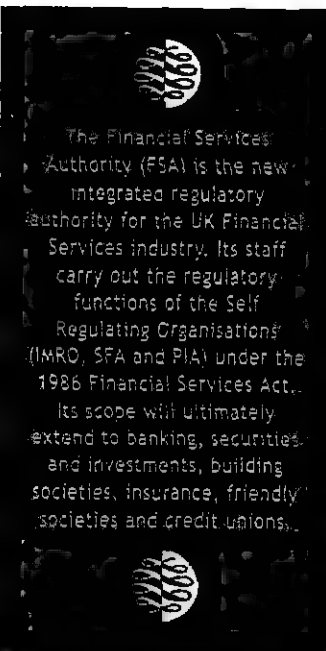
The role involves the management of a team of professionals responsible for the day-to-day operations of the company. The role involves the management of a team of professionals responsible for the day-to-day operations of the company. The role involves the management of a team of professionals responsible for the day-to-day operations of the company.

EXCHANGE

Base Metal

MORGAN STANLEY

Become a Key Figure at the Nerve Centre of the Pensions Review



Associates: Policy and Standards Department, Pensions Review Division

The Pensions Review is of major significance for consumers throughout the country. Its unprecedented scale in regulatory terms also makes it a very major project for the FSA, and it is at the cutting edge of consumer protection.

You have an opportunity to play a key part in the Review - and to learn about many aspects of the FSA's work - by joining the Policy and Standards Department. This small team acts as the focal point for review strategy, co-ordination, public relations and technical standards. The current public debate on provision for old age and appropriate longer-term pension policy also makes it a particularly interesting time to work in this part of the FSA.

As an Associate, your focus will be on policy work for the ongoing priority review as well as the implementation of the recently announced Phase 2. This will involve ensuring consistent standards whilst finding pragmatic and fair solutions to difficult technical or practical problems. You will

liaise with the industry, The Investors Compensation Scheme and a wide range of other interested bodies. You will also be responsible for ensuring the FSA delivers an effective consumer awareness campaign.

We are looking to appoint people with experience of policy formation, problem solving, strategic thinking, and business regulation. A good working knowledge of pensions would also be an advantage. The ability to communicate effectively to a variety of audiences is important, as is a capacity to think about issues from all perspectives.

To put yourself at the very heart of the Pensions Review, please telephone 0171 299 6204 for an application form, quoting UW171.

Closing date for receipt of application forms: 23rd September 1998.

FSA

Financial Services Authority

MANAGER ASSET MANAGEMENT DIVISION

Middle East Excellent Package

Our client, a leading financial institution in the Gulf area, seeks a dynamic and talented individual to manage the Asset Management Division.

The asset management division is growing at an impressive rate. The division manages substantial funds predominantly in unit trusts. This position presents a rare opportunity to make a real impression on the development of a high-profile division of the business.

Based in the Gulf area, your responsibilities will include:

- to manage and develop the overall strategy of the division including product and manager selection;
- to build and manage relationships with investment managers and service providers;
- to coordinate the marketing activities of private, corporate and retail bankers at the Bank;
- to prepare management reports including profitability analysis and performance benchmarking.

The successful applicant will be a graduate in finance, economics or marketing and will have 4-5 years experience within the industry, probably in mutual funds or unit trusts. A committed team-player with outstanding verbal and written communication skills you will be rewarded with an excellent remuneration and benefits package.

In the first instance, please contact, in complete confidence, Andrew Somerville or Matthew Blagg on +44 (0) 171 344 4281. Alternatively, please send your full CV, including the details of your current remuneration, to HW Harrison Willis International, Cardinal House, 39-40 Albemarle Street, London W1X 4ND, UK. Fax +44 (0) 171 344 0364. E-mail: andrew.somerville@hwgroup.com Internet: www.hwgroup.com

HW HARRISON WILLIS

INVESTMENT IN PROFILE

Commodity Trading Support

a broad-based role managing a team dedicated to excellence

The importance of ensuring that the support function is as professional as the traders are profitable is nowhere more in evidence than in our client's oil business, the largest sector in a varied commodity company.

The role encompasses a range of responsibilities covering close cooperation with the traders in position-taking, P & L calculations, management information systems review and crucially, Risk exposure.

Ideal candidates will have a sound background in trading support, a good understanding of accounting principles (not necessarily backed by a paper qualification) and demonstrable experience of market risk exposure. Whilst exposure to oil trading would be particularly attractive it is not an absolute.

Flexible, intellectually strong, commercially aggressive and a good common sense approach are amongst the traits required.

Career prospects are first-class and the benefits package is flexible enough to appeal to the best.

Please send full career details to Simon Hughes or Malcolm Lawton at Exchange Consulting Group, 13 St. Swinton's Lane, London EC4N 8AL. Telephone 0171 929 2383. Fax 0171 929 2805. It is our strictly held ethic that no CV is forwarded to the client without the express agreement of the candidate.



EXCHANGE Consulting Group
SEARCH AND SELECTION



Base Metals Trader

to bring physical trading skills to an expanding derivatives area

Morgan Stanley Dean Witter are pre-eminent in commodities trading and risk management. As part of our continuing growth there is an intention to expand within the Base Metals area by making a key appointment.

There are high levels of commitment to this position and candidates must demonstrate equally strong dedication in addition to technical trading skills of the highest order. Five years' trading experience within physical base metals is seen as the absolute minimum and we will be particularly interested in candidates with experience and understanding of derivative products.

Marketing and communication skills are essential as is a pro-active ideas-based approach; the successful development of the business will rest on the strengths and individual flair of this crucial appointee coupled with his or her ability to work closely with a small close-knit team.

Career prospects are unrivalled for the right candidate and the remuneration package geared to attractive bonus elements should appeal to high calibre candidates.

Please send full career details to our retained consultants, Trish Collins or Francesca Maronati at Exchange Consulting Group, 13 St. Swinton's Lane, London EC4N 8AL. Tel 0171 929 2383. Fax 0171 929 2805. Any CVs sent direct will be referred to them.

MORGAN STANLEY DEAN WITTER



CENTRAL BANK OF THE UAE

CHALLENGING AND PRESTIGIOUS CAREER POSITIONS
UAE BASED (DUBAI OR ABU DHABI) EXCELLENT REMUNERATION PACKAGE

Our Institution is the Monetary Authority in the UAE with overall responsibility for directing the monetary and banking policy and supervision over its implementation in accordance with the State general policy and in such ways to help support the national economy and stability of the currency.

Central Bank of the UAE is now seeking to employ qualified professionals to help in achieving its mandate and to secure the required expertise and know-how to enhance existing local talents.

BANK SUPERVISORS

■ The Bank Supervisor will be responsible for managing certain financial analysis activities including financial statements, portfolios and for developing performance standards for conducting investigations.

■ The ideal candidate will be a qualified accountant (ACA, CPA), and/or a member of the institute of banking with extensive experience in banking and financial institutions. The individual should be aged between and possess excellent analytical financial and communication skills.

BANK EXAMINERS

■ The main duties of the Bank Examiner will be to carry out field inspection to ensure compliance with rules and regulations by the banks operating in the country.

■ The ideal candidate, should have a proven track record in bank inspection at a major bank audit firm, and should be a qualified accountant preferably ACA/CPA.

BANK EXAMINERS OF INVESTMENT PRODUCTS

■ The Bank Examiner of Investment Products will be responsible for field inspection of bank dealing rooms, investment companies, money changes, and all business entities involved in investment, marketable securities, foreign exchange and derivatives business.

■ The ideal candidate should have at least five years' experience on managing investment, marketable securities, foreign exchange plus having good knowledge about derivatives.

INVESTMENT ANALYSTS

■ The Investment Analyst will be responsible for managing investment in treasury deposits, government securities, other marketable securities, and foreign exchange.

■ The ideal candidate should have at least five years' experience on managing investment in fairly active organisations, banking and financial institutions.

Interested candidates should forward their CV together with recent photo before end of September 1998 to Mr. Salim Al-Adab, Manager Personnel Division - PO Box 854 Abu Dhabi: Fax No.: (971-2-665978).

Response will be sent to all applicants with date and place of the interview for the selected ones.

New Season - New Start

Credit Analysts in Top US Investment Houses

£30-60k + bonus

The expansion of business has left our leading US house with requirements for 1st class individuals in the area of credit analysis. Analysing Corporate/RJ's and counterparties across world portfolios, the successful candidates must have:

- 1st class academics from a recognised leading institution.
- Up to 3 years quality experience preferably with formal training from a recognised bank.
- A knowledge of credit issues coupled with an appetite to succeed in an environment of uncertainty.

In a rapidly expanding market, the time is now right to make the move into a potential career rewarding role. Our clients are at the leading edge, a position where I am sure you would like to be.

Contact Lee Humphrey

Quants, Risk and Entry Level

£35-60k basic + bonus

Last week had some catastrophic results for some people. Share prices tumbling and markets in turmoil. What does this say to you? Doom and gloom with the nagging paranoia over your future, or maybe you are the ilk for whom there are never problems, only opportunities. If it is the latter, our clients, a European and American Investment house would be interested to hear from you.

To be considered you will have two of the following:

- Strong Quantitative PhD in Maths/Physics/Engineering.
- Strong IT skills in C++, VBA, Excel.
- At least 1-2 years experience as a quant in any area.

This is your chance for re-generation and growth. Are you ready for the exciting challenges ahead? Have your CV to hand.

Contact Alice Babbitt

UK Investment Houses

£35-70k + bonus

The summer slow-down is over and a new challenge awaits. Do you want the prestige of working for an investment bank that is consistently at the top of the UK league tables? Do you want consistent deal flow, supported by excellent client relationships? Our clients, a leading UK investment house is seeking corporate financiers at both Executive and Senior Executive level.

Potential candidates will have:

- A minimum of 18 months corporate finance experience.
- Outstanding academics and a professional qualification (ACA, LLB, MBA).
- The ability to thrive under pressure and the drive to succeed.
- At senior level a sector specialism in an advantage, in particular telecommunications, consumer products or financial institutions.

This opportunity rewards the best candidates with early responsibility, clear career progression, and good financial remuneration.

Contact Kathryn Thornton

US Bank

£50 + bonus and benefits

Our client is a global US investment bank which provides high level advisory services. Renowned for granting autonomy at Associate level, this role represents a coveted opportunity to get involved in high profile transactions through all stages of the deal life cycle.

Our client demands:

- A background in M&A of at least 2 years from a quality institution.
- An outstanding academic background and a professional qualification (ACA, LLB, MBA).
- A second language would be advantageous.

This opportunity would suit a Corporate Financier who seeks the opportunity to increase their profile with the security of a high-calibre deal flow. This opportunity secures a position with a brand-name house that is assured of a prominent part in the market segmentation of the new millennium.

Contact Amanda Lott

BADENOCH & CLARK
recruitment specialists

16-18 New Bridge Street, London EC4V 6AU
Tel: 0171 583 0073 Fax: 0171 353 3908

PROJECT FINANCE TEAM LEADER

Tax free compensation plus generous ex-patriate benefits MIDDLE EAST

Our client is one of the Gulf's most significant institutional investors and has one of the most successful Project and Trade Finance groups in the region. As a consequence, it has been involved in many high profile projects across the Middle East. Due to the continued success of the business there is currently the requirement to hire a team leader who will manage one of the project finance teams, consisting of a small (2-3) high performing and high calibre group of individuals. The role will be a combination of business originator, leader and coach.

The Position

- Source and negotiate project finance deals across a region.
- Manage, coach and develop the team.
- Negotiate and organise syndicated loans.
- Prepare analyses of credit and cash flows.
- Liaise and work with the appropriate divisions within the institution.

The Requirements

- Extensive project finance experience gained within a leading project finance bank.
- Experience of managing and leading a team.
- Strong commercial skills.
- PC literate.
- The successful candidate will also combine the following qualities: strong intellect, energy, focus, team playing and open-minded attitudes.

Please send your CV with current salary details to: Metin Mitchell, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref 30279C/M.

Alternatively send by fax on 0171-312 3380 or by e-mail to kfe-london@kornferry.com Internet Home Page: <http://www.kfselection.com>

K/F SELECTION

A DIVISION OF KORNFERRY INTERNATIONAL

EMERGING MARKETS SEARCH & SELECTION

MAJOR US BANK - CENTRAL EUROPEAN CORPORATE FINANCE ORIGINATION

Our client, a global US commercial & investment bank, is expanding its London-based corporate finance team covering the emerging markets of Europe and Central Asia. As part of this initiative, candidates are required for the position of Country Manager - Central Europe, with a particular emphasis on Hungary, the Czech Republic and Slovakia. Primary responsibilities will include:

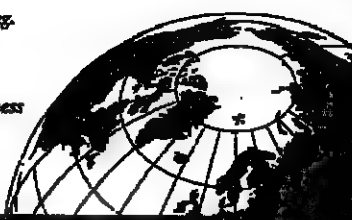
- Development and implementation of business strategy
- Relationship management - domestic & multinational corporations, financial institutions, government entities
- Cross-border business origination - structured finance, debt capital markets, structured trade & project finance, advisory, commodity & financial derivative products

The successful candidate will ideally have:

- At least 5 years corporate finance experience, with a track record of completed deals in the region
- A foundation of strong relationships throughout Central Europe at the decision maker level
- Fluency in English plus (at least one of) Hungarian/Czech/Slovak
- An entrepreneurial approach to banking, with a proven ability for lateral thinking and readiness to contribute generally to the performance of the emerging markets team

The candidates are likely to be at VP level with some 5-7 years experience, most recently with a track record of dealing at CPO level.

Interested candidates should send your CV in complete confidence to: Andrew Shuttler, Emerging Markets Search & Selection, 12 Masons Avenue, London EC2N 5BB, London, UK. Telephone: +44 171 600 4744 Fax: +44 171 600 4717 Email: andrew@emss.co.uk



Chief Manager - Credit Control

Pakistan

With a reputation synonymous with banking technology and unsurpassed customer services, our client, a leading Middle Eastern Bank, is seeking to recruit a Chief Manager - Credit Control to oversee the operations activities in Pakistan. As one of the largest foreign banks in Pakistan they are looking to strengthen their current position with this strategic hire.

As part of the group's credit department, the successful appointee will be responsible for recommending to management the credit policy and maintenance of risk assets. Responsibilities will also include the continual development and standardisation of credit procedures and systematic introduction of controls and checks. Furthermore, the appointee will review the provisions for debt recovery and be expected to provide specialist support services, monitor compliance and develop industry sector performance reviews.

US\$120,000 + full expat benefits

As a finance graduate, you will have at least ten years' experience in the credit field, of which four will have been held in a managerial capacity. Key competencies in credit evaluation, risk analysis and negotiation are a given, as are highly honed interpersonal and communication skills, as well as cross-cultural awareness.

The successful candidate will enjoy tax concessions, full housing, car/driver, children's education and other expatriate privileges commensurate with this opportunity. Please contact either Derek Yau or Justin McLennan on (852) 2928 1191 for a confidential discussion, or forward a brief resume quoting reference 3704/41 to Morgan & Banks (HK) Ltd, 5/F Chinachem Century Tower, 178 Gloucester Road, Wanchai, Hong Kong, or fax your resume to (852) 2528 2901 or E-mail to resume@morganbanks.com.hk.

www.morganbanks.com.hk

Morgan & Banks
INTERNATIONAL

UK & CROSS-BORDER LEASING London - Frankfurt

Our current mandates include outstanding career opportunities for high calibre bankers/packages who can demonstrate success to date in providing innovative solutions to major UK & European corporate clients covering their tax-based big-ticket asset financing needs. These include:

SENIOR VICE-PRESIDENT

Deputy team leader with both US and European tax-based lease advisory experience, with strong mandate winning skills. London based. **to £120,000**

VICE-PRESIDENT

Marketing orientated, fluent German, with tax-based domestic and cross-border big-ticket leasing skills covering aircraft, rail, shipping etc. Predominantly advisory. Frankfurt based. **neg DM250-300,000**

VICE-PRESIDENT

Able to source, structure and close big ticket tax-based leasing transactions via USAs, GLLs, LLOs etc. covering UK & Europe. London based. **c£100,000**

LEASE EVALUATIONS

Numerate graduates with 3-4 years' lease evaluations, computer modelling and risk/cash flow analysis experience gained from within an aircraft financing or big-ticket leasing environment. **n. negotiable, £35-60,000**

All these roles carry incentivised bonus/profit share schemes and other fringe benefits in addition to the base salaries shown. In strict confidence, please send a detailed CV to: Brian Gooch, Director, Anderson's (UK) Limited, Leasing/Asset Finance Recruitment Specialists, Warrford Court, 29 Throgmorton Street, London EC2N 2AT. Telephone: 0171-466 0666 Fax: 0171-466 0667 E-mail: bgooch@andersons-uk.co.uk

London **Anderson's** Frankfurt

National Bank of Bahrain



بنك البحرين الوطني

Senior Portfolio Manager

Reporting to the AGM Treasury & Capital Markets, this key position is responsible for planning, implementing and managing the Bank's capital market activities that include fixed income and investment business.

Major responsibilities

- Act as a senior member of the portfolio management and security trading team and to manage part of the Bank's fixed income portfolio in major currencies.
- Evaluate investment opportunities, formulate strategies and tactics to benefit from market movements in the international debt market.
- Demonstrate a dynamic assets allocation approach and the ability to implement hedging techniques to protect asset values.
- Achieve earnings targets in portfolio management and security trading.
- Co-ordinate with external fund managers and develop strategies and maximise return on assets.

Position requirements

- At least 7 years senior experience of portfolio management and securities trading in major currencies with an internationally recognised financial institution.
- A proven track record of achievement in the debt market.
- Knowledge and experience of derivative products and markets and expertise in the use and application of up to date information and communication systems.
- Degree qualified.

The State of Bahrain is the leading financial services centre in the Middle East and offers an excellent working environment and lifestyle in the most modern and cosmopolitan surroundings.

NBB offers an excellent tax free compensation package with additional expatriate benefits.

Please send your CV along with details of your current remuneration package to the following address to reach us not later than 25th September 1998:

Senior Manager
Personnel Administration
National Bank of Bahrain
P.O. Box 106, Manama,
State of Bahrain.

FT
FINANCIAL TIMES
les Echos
Le Quotidien de l'Economie

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world.

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+44 171 873 4027

International Communications Company

SENIOR EXECUTIVE - BUSINESS DEVELOPMENT

EXCELLENT PACKAGE / CITY

Our client is a successful US corporation focused upon serving the joint needs of companies and their shareholders. Dedicated teams, offering an exceptional scope of services and skilled in mass communications have placed the company at the very forefront of its sector. A clear and ambitious strategy for growth gives rise to this new position.

THE ROLE

- Key strategic member of new Management team. Define, develop and implement business expansion in the UK and then into Europe.
- Successfully build relationships with brokers/financial advisors and senior executives within the financial services community.

- Effectively manage a team to ensure the completion of projects within tight deadlines.

QUALIFICATIONS

- High calibre professional with at least 5 years' experience, ideally within a broking/financial advisory environment. Good understanding of the M&A/corporate finance industry and preferably authorised as a Securities Representative.
- Inspirational leader and proven business developer. Offer immediate credibility with the ability to work with and influence senior management.
- First class communication skills. Proactive, commercially astute and hands-on approach. Team player. European language skills advantageous.

SAINTY HIRD
&
PARTNERS



Please send a full CV and current salary details, quoting ref 980806, to Simon Hasker, SHP Associates, Aldermar House, 10-15 Queen Street, London EC4N 1TX. Tel: 0171 815 8888. Fax: 0171 815 8800. E-mail: shp@shp.co.uk Internet: http://www.shp.co.uk

Senior Money Market Dealer/Euro

Our commitment to the global currency markets continues to grow and our Financial Markets Division now require a Senior Money Market Dealer, based in the City, to trade the Euro cash/derivatives book.

You must have had at least 3 years' experience of trading Money Markets in at least one of the major Euro currencies, with a successful track record in Interest Rate Swaps, Futures and Options. This is likely to have been gained in a major financial institution.

Particular emphasis will be given to numerate candidates who have a degree or professional qualification and highly developed computer skills. You will have good communication skills and be a self-starter with an ability to seek creative solutions to movements in the market. You will thrive on working in a demanding yet stimulating environment and will want to assist us in achieving a competitive advantage in the development of our business.

The compensation package will include a basic salary of up to £60,000 + performance related bonus and the usual banking benefits.

Please forward a full CV, with details of current remuneration, to: Keith Cuthbertson, Commonwealth Bank of Australia, Senator House, 85 Queen Victoria Street, London EC4V 4HA.

Commonwealth Bank Australia



First World Bank Conference on Capital Markets Development at the Subnational Level

Local Strategies to Access Financial Markets: Lessons and Opportunities for Latin America and Central and Eastern Europe

Santander, Spain, October 26-29, 1998

TOPICS:	Credit Ratings and Financial Guarantees	Dealing with Non-Performing Subsovereign Borrowers (Argentina and Brazil cases)	MAIN SPEAKERS:	Luis Paulo Fernandes, Conde, Mayor of Rio de Janeiro, Brazil	Gonzalo Pinedo, Mayor of Santander, Spain
Macroeconomic Implications of Subnational Borrowing	Borrowing through Financial Intermediaries	Financing Typical Subnational Investment (revenue bonds)	Michael Barth, Director Capital Markets Development Department, World Bank	Mark Schneider, Assistant Administrator, Bureau for Latin America and the Caribbean, U.S. Agency for International Development	
Legal, Regulatory and Institutional Framework for Subnational Borrowing	Debt Management, Transparency and Information Disclosure	Financing of Infrastructure Investments on the Account of the Municipality (G.O. Bonds)	Alex Fierstein, Chief Executive Officer, Santander Investment, Spain	Danny Leisiger, Director Finance, Private Sector and Infrastructure Department, World Bank	
Regional and Local Capacity for Financial Management	Collateralization	Financial Management and Funding Strategies	Shahid Javed Burki, Vice-President for the Latin America & Caribbean Region, World Bank	Jose Joaquin Martinez, Sisco, President, Consultores Asociados Comunitaria, Spain	
The View from the Market	Choice of Instruments and Borrowing Structures	Vehicles for Joint Public Investments	Martin Ruit, Mayor of Asturias, Paraguay	Gabor Demeny, Mayor of Budapest, Hungary	

For additional information and registration contact L. Kumar Arora at (202) 473-9328; Fax: (202) 676-0239; e-mail: larora@worldbank.org. For press information contact Monica Echeverria at (202) 473-1315; e-mail: mecheverria@worldbank.org. Conference website at: www.worldbank.org/html/laos/laos-capitalmarkets/

McKinsey & Company

ASSET MANAGEMENT

London

The Proposition

McKinsey & Company is seeking to further enhance its European Asset Management practice by appointing a Specialist Consultant to join the team.

The role is aimed at providing in-depth specialist support to any team conducting consultancy in Europe. The focus is on highly quantitative analysis underpinned with technical support and feedback. Potential candidates should ideally demonstrate an understanding of:

- quantitative performance attribution analysis
- risk adjusted performance calculation
- efficient frontier estimations
- reverse engineering asset management styles
- risk adjusted asset liability matching
- understanding of derivatives used by hedge funds/performance enhancements

Considerable travel is anticipated - candidates will typically be involved in projects for 3-4 week periods, regularly visiting consulting teams on site in the UK and mainland Europe. They will be expected to provide thought leadership in terms of new product development, sales and marketing innovation and performance measurement techniques.

Interested and relevant candidates should send their curriculum vitae to Shantini Latha at Stephens Selection, 20 Conis Lane, London EC4R 3TE or by E-mail to slatha@stephens.co.uk quoting reference 100056

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Financial Times

Stephan, Junges

Credit and

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Investment Banking

Die Bank: Ein bedeutendes, erstklassiges Kreditinstitut mit Universalbankcharakter und Sitzpunkten an allen bedeutenden Finanzplätzen der Welt. Im Rahmen des weiteren Ausbaus des Kapitalmarkt-Geschäftes möchte die Bank mit Sitz in Deutschland ihr Investment-Banking-Team verstärken. Wir suchen für diese erste Bankadresse, neben erfahrenen Persönlichkeiten, auch jüngere Mitarbeiter mit ersten vertieften Kenntnissen in den angesprochenen Bereichen, die in diesen Aufgaben eine Chance zur Realisierung ihrer Berufsziele sehen:

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Die Aufgaben: Management des bedeutenden DM-Swap- und Options-Buches im mittel- bis langfristigen Bereich, einschließlich des Pricing strukturierter Produkte.

Die Anforderungen: Wenigstens drei Jahre Erfahrung im Handel von Swaps und Optionen sowie Sicherheit im Pricing strukturierter Produkte; händlerisches Geschick und gute Englischkenntnisse unabdingbar.

Unser Projekt: TNS

Interbank Marketing Swaps

Die Aufgaben: Akquisition und Abschluss von Swaps und Zins-Optionen mit in- und ausländischen Bankpartnern, Monitoring der Kontrahentenrisiken, Beratung interner und externer Gesprächspartner, Fortentwicklung der Produktstandards.

Die Anforderungen: Erfahrung im Fixed-Income-Bereich, möglichst ein bis zwei Jahre Swap-Erfahrung, gutes mathematisches Verständnis, akquisitionsfähig, Englisch unabdingbar, weitere Fremdsprache vorteilhaft.

Unser Projekt: TNI

Portfoliomanager Institutionelle

Die Aufgaben: Verwaltung von Spezialfonds und Treuhandvermögen, primär im Aktien- aber auch im Rentenbereich; Anlageuniversum sind die europäischen Märkte einschließlich Deutschland, künftig auch die Emerging Markets; Mitwirkung bei Anlageentscheidungen sowie bei Kundenakquisition und -betreuung.

Die Anforderungen: Drei bis fünf Jahre Berufserfahrung als Portfoliomanager oder als Analyst, gerne auch mit quantitativen Ansätzen. Kenntnisse der europäischen Märkte, eventuell der Emerging Markets erwünscht; Englisch selbstverständlich.

Unser Projekt: TPN

Prop-Trader Equities

Die Aufgaben: Handel bzw. Prop-Trading in Aktien und Optionsgeschäften deutscher und europäischer Werte sowie entsprechender Terminkontrakte. Je nach Alter, Erfahrung bzw. zukünftigem Aufgabenschwerpunkt bei Führungsqualifikation auch Übernahme der Gruppenleitung.

Die Anforderungen: Einige Jahre im Handel europäischer Aktien und Indizes, Know-how im Umgang mit Derivaten, Teamorientierung sowie Englischkenntnisse und, für die Gruppenleitungsfunktion, möglichst Führungserfahrung.

Unser Projekt: TEN

Das Angebot: Wir wenden uns an Senioren, aber auch Junioren dieser Sachgebiete, die bei entsprechender Qualifikation die Chance haben, sich beruflich weiterzuentwickeln. Die mit dem Ausbau des Investment Banking dieser soliden Adresse einhergehenden beruflichen und persönlichen Herausforderungen und Chancen, verbunden mit einem sicheren Arbeitsplatz, sollten im Vordergrund der Überlegungen stehen. Die Positionen sind angemessen ausgestattet und bieten überdurchschnittliche Sozialleistungen.

Ihre Kontakte: Herr Thomas E. Schüller sowie Herr Matthias Junges an diesem Sonntag erreichen Sie Herrn Schüller unter +49 6174 933331; ab Montag sind Herr Schüller unter +49 6172 4904-14 und Herr Junges unter +49 6172 4904-12, an diesem Montag bis 20.00 Uhr, im Büro zu erreichen. Frau Birgit Gessner steht Ihnen unter +49 6172 4904-19 gleichfalls für die erste Kontaktaufnahme zur Verfügung. Senden Sie uns Ihre Unterlagen bzw. Ihre Vita, auch per e-mail an SJP-Team@t-online.de. Wir senden Ihnen dann gerne die gewünschte Unternehmens- und Positionsbeschreibung. Diskretion ist selbstverständlich.

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Credit and Risk Manager

Based West London

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GE Capital is one of the world's largest and most successful financial services companies - a truly dynamic organisation within General Electric's \$90.8 billion global enterprise. European Equipment Finance (EEF) is one of GE Capital's highly profitable, niche businesses. Our mission is to provide finance and lease facilities to businesses throughout Europe requiring assets ranging from office equipment to corporate aircraft and we have doubled in size in the last year by organic and acquisitive growth in key markets. We are now looking to recruit a talented Credit and Risk Manager for the Middle-tier Financing Division to play a pivotal role in the organisation.

Part of the European corporate team based at our Headquarters in West London, you will report to the Senior Credit Director. This is a highly autonomous role in which you will underwrite transactions, primarily submitted from our German business. You will provide active support to the country's Credit and Risk Management teams, educating and coaching them in order to enhance existing skills and knowledge. In addition, you will work directly with our "Special Markets Group" underwriting and advising on the structure of large, complex asset based transactions.

Fluent in German and English, you will need at least seven years' credit and risk management experience gained within a leasing organisation or international bank.

Ideally with extensive knowledge of the German market. You should be expert in the analysis and interpretation of financial information and be able to apply this expertise to the wider issues connected with such complex transactions. To succeed you will need a flexible approach together with an international mindset and excellent communication skills. You should be capable of remaining productive under pressure in a constantly evolving environment where credibility is critical to your success.

This is an exciting and challenging opportunity where you will find enormous scope to progress your career within a truly global organisation. To apply, please write (indicating your current salary) to Ruth Almond or Sandra Bohle at CSA Management Consultants, Century House, Priestley Road, Basingstoke, Hants RG24-9RA, England. Tel: (+44) 1256 818811. Alternatively, fax them on (+44) 1256 896894 or via e-mail at sandra.bohle@csa.co.uk.

Due to the continual growth of European Equipment Finance, we would also like to hear from German speaking Credit and Risk management professionals for additional roles based in Europe.

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The UK asset management arm of the Group, a well established manager of both pooled and segregated funds, is now looking to recruit a highly motivated individual to head the London performance measurement team. Reporting to the Global Head of Performance Measurement, the successful candidate will:

have the following responsibilities:

- Oversee the regular preparation, interpretation and explanation of the various analyses to clients, fund managers and senior management
- Maintain strong relationships with fund managers, management, operations, IT and external vendors
- Develop regional strategic plans and co-ordinate them with overall strategy for Global Performance Measurement
- Co-ordinate and delegate ad-hoc requests across the desk
- Manage and develop staff resources.

possess the following attributes:

- Proven management and delegation skills
- Strong analytical capabilities, with a thorough understanding of modern portfolio theory and investment accounting processes
- CIMA/CFP/IFA Qualification or Actuarial Qualification preferred
- Working knowledge of investment tools e.g. Barra, Micropal and Russell Performance Attribution
- Strong interpersonal and influencing skills
- The commitment, enthusiasm and drive to succeed within a dynamic but pressurised environment.

Interested applicants should fax or send their Curriculum Vitae and covering letter to Brian Dean at Robert Walters Associates, 10 Bedford Street, London WC2E 9HE. Tel: 0171 915 8849. Fax: 0171 915 8714. E-mail: brian.dean@robertwalters.com. Web: <http://www.robertwalters.com>. You may also apply via http://usps.com/Robert_Walters quoting reference RW172.



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and, finally, financial and economic background, and a proven ability to handle the strategic importance of this position. Our Managing Partner, Vincent H. Dornier, will be happy to provide you with more information in all confidence.

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Fund Analyst

Major international bank are seeking to recruit an experienced credit analyst with a minimum of 5 years' experience in the UK and some parts of Europe. These are a wide range of mutual and bank owned very large asset management Companies. Applicants must have at least two years experience of analysing funds with a good understanding of the key issues concerning the fund management industry. A sound knowledge of products and some experience of other areas of credit analysis would be an advantage. Candidates must be graduates with good credit ratings and enthusiastic for career progression.

Credit Analyst

Our client, a major US bank is seeking to recruit a credit analyst with at least two years experience of credit and risk analysis of medium to large corporates. The successful applicant will assist the senior analysts with balance sheet/cash flow analysis and some cash flow modelling. An excellent opportunity to really upgrade credit skills before moving on to handle own portfolio of clients and get involved with more structured finance and products. Candidates must be graduates with good credit ratings and enthusiastic for career progression.

Credit Analyst

Major European bank have a position for a credit analyst for their team within the corporate banking and lending department for specialised industries. The successful applicant will be responsible for the administration of the bank's lending portfolio and assessing risk. Duties to include reviewing management accounts, detailed balance sheet analysis and reviewing new proposals. The position will ideally suit a graduate or ACIB who has had good general bank training which incorporates at least two years in credit analysis either in one of the major clearing banks or an international bank. This position would then be very suitable for furthering ones chosen career path within credit and account management.

For further detail call or write to Tessa Beck

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125, Old Broad Street, London EC2M 1JL. Tel: 020 7626 1234. Fax: 020 7626 1235. E-mail: info@asmithbanking.com

Private Equity Manager - London

A private equity manager seeks an experienced investment professional to join its London office at a senior level. The London team is tasked with identifying and analysing opportunities to invest with private equity partnerships throughout Europe.

The ideal candidate profile would include previous experience of investing in such vehicles, as well as the ability to speak at least two major European languages. A period spent living and working in a foreign country would be an advantage. A degree or professional qualifications in a mathematical or financial discipline would be highly desirable.

The successful candidate would work alongside the Managing Director of the London office, who in turn reports to the parent company based in the United States. He or she will be part of a small team based in Mayfair. Remuneration will be appropriate to experience.

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Location: Any European country

Substantial salary package

EuroSecurities Research Partners is an association of 8 important independent financial institutions, each one of them holding a leading position in their domestic market. This group of financial intermediaries already comprises in excess of 60 analysts and economists and is likely to grow with the addition of further European partners.

Reporting to the Management Committee of EuroSecurities Research Partners, your main responsibilities will include the formulation of recommendations on matters relating to:

- allocation among the members of sectorial research responsibilities;
- introduction of a homogeneous approach and common culture between members to analytical methodology, format, presentation and 'house style';
- introduction of effective analyst-to-analyst, analyst-to-company

and analyst-to-client communication through regular meetings, presentations, road shows, etc;

- coordination of market driven pan-European research priorities and projects;
- adoption of appropriate and compatible computer software to ensure mutual access to each member's data base and, possibly, to the markets of each other;
- identification of synergies and opportunities between member firms;
- subject to approval of the Management Committee the implementation of any policies resulting from recommendations adopted.

The ideal candidate will have a University Degree in Economics or the equivalent, with a minimum of 10 years' experience of financial analysis and/or

management, some of which in a sectorial-based research environment. Fluency in English and at least one other European language are essential. Excellent people-management skills, an authority driven by competence and a strong sense of diplomacy are required.

In return, our client offers a challenging job opportunity with an attractive salary package in a dynamic and multicultural environment.

For further information, please contact **Christophe Vandormaele** on +32 2 511 66 88 (fax +32 2 511 99 69) or send him your detailed curriculum vitae at the following address: Robert Walters Associates, Avenue Louise 66 box 5, B-1050 Brussels. E-mail: bw@robertwalters.com - web: <http://www.robertwalters.com>

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You will deliver creative corporate strategies maximising shareholder value for a diverse range of clients from the largest players in the industry to entrepreneurial new ventures. Clients will expect you to identify opportunities from mergers, acquisitions and licence evaluation processes. You are likely to be working in either the business development or strategy department of an established or start-up operator, investment bank or consultancy. You must have an impressive track record in strategic problem solving in telecoms finance.

As well as looking for an outstanding individual to fill this role, we want to hear from people with excellent academic qualifications, and consultancy skills. If you have experience in telecoms and particularly the rapidly developing Internet, mobile, and satellite fields, we would be pleased to hear from you. Opportunities exist in a number of our offices. We reward exceptional people with competitive benefits packages and first class career development.

Phone Sue Gibson or Lorraine Buckman to discuss these opportunities on +44 (0)1223 460600. Alternatively write, fax or email your cv and salary expectations to: **Analysys Limited**, St Giles Court, 24 Castle Street, Cambridge CB30AJ. Fax +44(0)1223 460866. Email recruitment@analysys.com

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David Williamson Associates Limited is a successful, expanding, SFA-registered boutique consultancy specialising in research and fund-raising for companies in the natural resource sectors. It is seeking to strengthen its oil coverage by recruiting a junior analyst/salesman to complement the existing team.

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The ideal candidate will possess a minimum of 5 years' experience in the markets, have gained exposure to South East Asia and be able to demonstrate connections at the highest level.

Comprehensive understanding of structuring techniques/cashflow analysis plus detailed knowledge of the natural resources sector is essential.

MBA or equivalent qualification is a prerequisite. In the first instance, please send your CV to Paul Amell, Recruitment Manager.

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FINANCIAL TIMES
No FT, no comment.



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- Support brokerage and advisory business through leading-edge research and financial model building. Significant marketing role.
- Build strong relationships with major institutional investors and senior managements of Swiss Insurance companies.
- Join leading team of nine Swiss analysts and fifteen investment advisors with top institutional clients.

Requirements:

- Sound experience and a good understanding of the insurance industry, gained as an analyst, management consultant or insurance executive.
- Excellent academic record, possibly with an MBA, strong analytical skills, high degree of numeracy and fluent English. French and German would be a considerable advantage.
- Outstanding communication skills. Team spirit and the maturity to work with senior insurance managements and influence leading international investors.

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Division. Of Dutch origin, you have a correct command of English and a good knowledge of the ABX. Some French would be an asset.

Please send your application (letter of interest and CV) with the reference OM/7D, to Société Générale, Recruitment Department, Espace 21, 92972 Paris-La Défense Cedex France. <http://www.socgen.com>



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Our client, a major US investment bank, is currently experiencing significant growth in the use of derivatives within its asset management division and is seeking experienced professionals to join its derivatives team.

The Role

- Contribute to the quantitative effort, particularly in the area of statistical modelling, required to utilise derivatives throughout the investment process and to develop derivative based funds.
- Support use of derivative instruments by portfolio managers in developing strategies, structuring trades, and managing positions.

The Candidate

- High level degree in a quantitative area such as econometrics, physics, statistics, mathematics, engineering (MAM/Phil. PhD preferred).
- Minimum 2 years experience in statistical modelling.
- Familiarity/knowledge of derivatives and underlying assets, investment theory, and risk management.
- Strong programming skills/experience using C, C++, Visual Basic, S-Plus, Matlab.

Devonshire executive

A major conglomerate in the Middle East has 2 openings in its Treasury Department.

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Responsible for coordinating the treasury functions of loan administration, financing compliance, interest rate risks, and the enhancement of departmental systems and procedures.

The successful candidate will have a university degree, professional accounting certification, up to five years in treasury work with a major international company, and experience in multicurrency transactions. Fluency in spoken and written English is required, fluency in Arabic is a real plus

ASST. TREASURER

Responsible for managing those treasury department activities connected with cash reserves, bank balances, financing administration and compliance, the provisioning of letters of credit, systems development and implementation, and treasury accounting.

The successful candidate will have a university degree, professional accounting certification, and five to ten years of experience in the treasury department of a major international company. Spoken and written fluency in English is required, fluency in Arabic is a real plus.

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Financial Times

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MOTOROLA
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RSL COM

Financial Controller

Hampshire

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RSL COM Telco UK Ltd provides telecommunications services across the UK to businesses and residential customers. The business operates through a distribution base of dealers, corporate accounts and directs sales and has built a customer base well in excess of 200,000 providing revenues over £100 million.

The recent acquisition of Motorola Telco has resulted in the need for a Financial Controller who will report directly to the General Manager and will have staff responsibility for a team of 60. This high profile position will be responsible for ensuring that comprehensive financial and commercial support is given to the General Manager and his management team.

The successful candidate will be a graduate calibre qualified accountant, probably with a minimum of eight years' post qualification

experience. Excellent communication and interpersonal skills are a pre-requisite, as is previous experience of managing and motivating large groups of people.

It will be essential that candidates are proactive, creative and comfortable dealing with complex business issues in a rapidly changing environment. A high level of systems/IT literacy is required and candidates with a broad understanding of fixed and mobile telecommunications would be of particular interest.

Interested candidates should forward a comprehensive curriculum vitae, including details of current salary and daytime telephone numbers to Wayne Mason ACCA, Michael Page Finance, 33 Blagrove Street, Reading, Berkshire RG1 1PW. Fax 0118 956 1657, quoting reference 444600, or e-mail: waynemason@michaelpage.com or www.michaelpage.com

Michael Page

FINANCE

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Financial Controller

Berkshire

c £45,000 + Car + Bonus + Bens

Our client is a private group with interests in publishing, property, marina management and development. Turnover of the group is approximately £80 million and it employs 1400 people throughout its operations in the UK and Canada. With major financial backing, plans for expansion in the UK and abroad are currently under consideration.

An opportunity has arisen for a Group Financial Controller based at the Head Office in West Berkshire. Reporting directly to the Group Finance Director and supported by a small team, this challenging position will be critical in maintaining financial control of the Group.

Key responsibilities will include:

- Preparation of monthly Group management reports, budgets, business plans and cashflows for the Group Board.
- Preparation of the annual statutory accounts including their consolidation and liaison with the external auditors.
- The development and enhancement of computerised financial systems.

♦ Analysis/review of major capital projects, acquisitions and divestments.

The successful candidate will be a graduate calibre qualified accountant, probably with a minimum of four years post qualification experience. Candidates who have had experience of the media or leisure industries would be of particular interest. In addition, a high degree of computer literacy will be required.

It will be essential that candidates have well developed interpersonal skills, along with the ability to communicate with and influence others at all levels in the business. A flexible, enthusiastic and proactive nature will be necessary to add value to this ambitious business.

Interested candidates should forward a comprehensive curriculum vitae, including details of current salary and daytime telephone number to Wayne Mason ACCA, Michael Page Finance, 33 Blagrove Street, Reading, Berkshire RG1 1PW. Fax 0118 956 1657, quoting reference 447188, or e-mail: waynemason@michaelpage.com or www.michaelpage.com

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FINANCE

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Anglian Water Group Tax Manager

Anglian Water is geographically the largest of the 10 regional water service companies in the UK, with a turnover of £837 million and pre-tax profit of £257 million. Operating in the UK and with a growing international portfolio of utility and engineering business, Anglian Water has focused on the international market as their target for growth.

Huntingdon

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An opportunity has now arisen for a Group Tax Manager.

Reporting to the Director of Finance and Planning, the successful candidate will be involved in:

- Developing strategies to minimise group tax exposure.
- Managing Group Tax compliance in the UK and Worldwide.
- Promoting tax awareness throughout the business and in all financial decision making.
- Providing management and leadership to a team of four ensuring their continuing development.

The ideal candidate will either be a qualified accountant or tax specialist with a minimum of three

years PQE gained in the profession or industry and preferably with some international tax experience.

You should be able to communicate effectively across all levels of the organisation, be a flexible team player and have a customer focused approach.

Anglian Water in return can offer an excellent opportunity to consolidate and develop technical and management skills, as well as the opportunity to progress in a diverse business environment.

Interested candidates should send their CV to either Donald McFarlane CA or Fiona Reynolds at Michael Page Taxation, Page House, 39-41 Parker Street, London WC2B 5LN or telephone on 0171 269 2322. Please quote reference 432855. Alternatively, e-mail: fionareynolds@michaelpage.com

Michael Page

TAXATION

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA



BLACK & DECKER

European Tax Manager

Dublin

to £60,000 + Benefits

Black & Decker is a global marketer of power tools and other quality products for the home and commercial applications. The Corporation markets its products in over 100 countries and has European operating subsidiaries in virtually all Western European countries. This position reports to the European Tax Director based in Dublin.

The European Tax Manager will make a significant contribution to corporate strategy, and ensure that tax planning is given proper and due emphasis within the overall context of business objectives. Emphasis will be placed upon international tax planning and there will be a strong interface with the Treasury function.

Due to the high profile nature of the Tax and Treasury functions, Black & Decker wish to appoint a commercial individual, who has a flexible approach and is a lateral thinker.

You must have drive, plenty of initiative, and the potential to be promotable within three years. You will have a good academic record and relevant career experience i.e. qualified accountant with at least three years international experience, within a large professional tax practice or in a multi-national company.

This is a unique opportunity to play a leading role within the tax and treasury operation of a truly worldwide organisation.

Interested applicants should send a full CV to Charles Ferguson at Michael Page Taxation, Page House, 39-41 Parker Street, London WC2B 5LN or telephone him in strictest confidence on +44 (0) 171 269 2244, fax: +44 (0) 171 831 6662. e-mail: charlesferguson@michaelpage.com or www.michaelpage.com

Michael Page

TAXATION

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA



European Financial Controller

Windsor

£55,000 + Car + Benefits

Our client, a subsidiary of a US corporation, is a market leader in the provision of Marketing Services to the European healthcare sector. As an established and expanding business that already possesses a significant presence in the marketplace, the company operates from a position of considerable strength.

Due to a dynamic European growth strategy, an opportunity has arisen for an experienced finance professional. Responsibilities include:

- Overall financial control for a fast growing European operation.
- Involvement in developing pan-European strategic/operating plans.
- Improving and managing all MIS activities.
- Overseeing and developing a European-wide finance team.
- Ad-hoc commercial projects including acquisitions.

The successful candidate will be a qualified accountant with a minimum of five years post qualification experience, a strong academic

background and an outstanding record of achievement to date. You must possess strong technical and management skills and ideally have experience working in an international environment with a US parent company.

It would be an advantage (though not a prerequisite) for candidates to have a second European language.

As a senior finance professional, we would expect you to possess superior interpersonal and leadership qualities. The successful candidate will demonstrate an ability to challenge current practices at all levels within the organisation. They will be able to demonstrate a high level of commitment, drive and vision in a fast paced, dynamic environment. Flexibility and team player skills are essential.

Interested candidates should write, enclosing a full CV, current salary details and daytime telephone number to Christopher Pereira ACCA at Michael Page Finance, 40-42 High Street, Maidenhead, Berkshire SL6 1QE. Tel 01628 771604, or fax 01628 785495. www.michaelpage.com e-mail: christopherpereira@michaelpage.com

Michael Page

FINANCE

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New Venture International Chemicals Group

UK Senior Financial Accountant

Thames Valley

Excellent Salary + Benefits

Our client is a multinational joint venture, planning to combine highly successful businesses currently operating as part of two of the most prestigious names in the petrochemical industry. Employing 2,000 people worldwide and with an initial annual turnover in excess of \$1.5 billion, it has ambitious plans to be at the cutting edge of technological development, manufacturing and customer service. Operating in a truly global market, it will place great emphasis on the development and empowerment of employees, in an open, team-based environment in which personal responsibility will be encouraged and rewarded.

Reporting to the UK Finance Manager and heading a small team, responsibilities include:

- Assisting in establishing and developing an effective accounting, management information and financial controls framework for the joint venture.
- Production of monthly joint venture accounting and reporting information.

♦ Preparation and review of statutory reports as required.

The successful candidate will be a graduate calibre qualified accountant, with a good track record in a large company environment. Significant exposure to the development of financial controls/systems and VAT reporting is a prerequisite.

Additionally, you will be a proactive, hands-on team player with excellent communication skills and the tenacity to succeed in a demanding environment.

Interested candidates should write, enclosing full curriculum vitae, current salary details and daytime telephone number to Angela Webb at Michael Page Finance, 40-42 High Street, Maidenhead, Berkshire SL6 1QE. Telephone 01628 771604, or fax 01628 785495. e-mail: angelawebb@michaelpage.com or www.michaelpage.com

Michael Page

FINANCE

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GlaxoWellcome

Group Reporting Accountant

up to £45,000 + BENEFITS
WEST LONDON

Glaxo Wellcome is a leading research-based pharmaceutical company at the forefront of innovation within the industry. With its shares listed on the stock exchanges in London and New York, it has sales of £8 billion in over 150 markets and 54,000 employees worldwide.

Following an internal promotion, Glaxo Wellcome wishes to appoint a new Financial Reporting Accountant at their global headquarters in Greenford. The Financial Reporting team is responsible for the production of quarterly consolidated Group accounts and the preparation of the Group's externally published financial reports in accordance with legal and listing requirements.

Working within this high profile team your responsibilities will encompass:

- Generation, analysis and interpretation of consolidated financial data and reports.
- Development of financial reports so as to achieve a fair and balanced portrayal of Glaxo Wellcome's business performance.

- Liaison with Group companies and head office departments on accounting issues.
- Continuous improvement in the consolidation process.
- Review and implementation of new accounting requirements as they affect Glaxo Wellcome.

Prospective candidates will be qualified accountants, either from industry with relevant experience or making a move from practice.

You will need strong accounting skills and up-to-date technical knowledge, a commitment to quality and good interpersonal and organisational skills.

Interested applicants should forward an up-to-date curriculum vitae including current remuneration and daytime contact number to Keith Mackenzie at Michael Page Finance, Europa House, Church Street, Old Isleworth, Middlesex TW7 6DA, or fax on 0181 847 5703 or e-mail: keithmackenzie@michaelpage.com. Please quote reference 450155.

Business Analyst

Acquisitions, Mergers & Bidding

"The telecommunications market is one of the most rapidly changing in the world today. Telecommunications networks are society's nervous system, critical to industrial competitiveness and social cohesion".

Middlesex

With the liberalisation of the global telecoms market, this company with a worldwide presence, annual sales in excess of £10 billion and listed on all three major stock exchanges, is undergoing a rapid global transformation.

To facilitate this change, there is now a need for a Business Analyst to support the development of commercial opportunities, including new mobile telecom licences and acquisitions, through providing financial and business evaluations.

Your responsibilities will include:

- Financial and commercial evaluations of new business opportunities, particularly acquisitions.
- Investment appraisal and company valuation through developing financial models for investments.
- Analysis of financing packages in conjunction with corporate finance.

c £44,000 + Car + Benefits

- Development and monitoring of strategic business plans including KPI measurement.

The successful candidate will be an ambitious qualified accountant with first class technical ability, ideally from a corporate finance background and with the experience of commercial evaluations, modelling skills and development of corporate strategy. You will need to display a hands-on approach and excellent communication and self management skills. You will be able to work in a multi disciplinary team environment. This role will involve international travel.

Interested applicants should forward an up-to-date curriculum vitae including current remuneration and daytime contact number to Keith Mackenzie at Michael Page Finance, Europa House, Church Street, Old Isleworth, Middlesex TW7 6DA, or fax on 0181 847 5703 or e-mail: keithmackenzie@michaelpage.com quoting ref 413794, www.michaelpage.com

Michael Page

FINANCE

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Internal Business Review

Market leading service organisation

West London, nr Heathrow

c £40,000 Package + Bens

Our client, a £300 million, UK based, major service organisation is a market leader in its field. Established for over 100 years, it has developed a renowned, well respected, household brand name which has been built by valuing the principles of integrity, excellent service and professionalism.

An opportunity exists for an in-house expert to assist the Director of Business Support and Audit in the management of the Internal Business Review function. The main focus of this position is to add value in terms of the evaluation and control of business risk and improvements to business processes and systems. The role will involve liaison to Director level within the business, as well as contact with various external agencies.

This is an excellent entry role into a well established company and there are likely to

be several opportunities for the successful candidate to progress into a line role.

Applicants will be professionally qualified, graduate calibre accountants with excellent written and verbal communication skills. Other key attributes will be the ability to rapidly assimilate and analyse varying situations and to use modern management and analytical techniques.

Interested applicants should forward a comprehensive CV, including a daytime telephone number and details of present remuneration to Sarah Tydesley at Europa House, Church Street, Old Isleworth, Middlesex TW7 6DA. Fax 0181 847 5703 or e-mail: sarahtydesley@michaelpage.com. Please quote reference 447222. www.michaelpage.com

Michael Page

FINANCE

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

mencap

making the most of life

Head of Finance

The Royal Society for Mentally Handicapped Children and Adults (Mencap) is one of the United Kingdom's leading charities, campaigning on behalf of people with a learning disability and their families. In addition to its core support and campaigning role, Mencap delivers residential care, education, housing and employment services throughout the country. Mencap has an annual income in excess of £90 million from fundraising, grants and services.

Central London

c £40,000

The Head of Finance role is a high profile appointment following the restructuring of the finance function and has an important part to play in the continued success of Mencap. Reporting to the Director of Finance and managing a team of ten, responsibilities of this key role include:

- Managing the central finance function on a day-to-day basis, taking an active role in the development of staff.
- Overseeing the production of high quality financial information including statutory reporting, monthly management accounts and annual budgets.
- Maintaining and developing the management information systems.
- Co-ordinating the treasury function to ensure the efficient use of the Society's funds.

- Ensuring that effective accounting and control systems are in place.

The successful candidate will be a qualified accountant with a proven track record at senior management level and excellent communication skills, as well as the ability to manage people in a rapidly changing environment. Commitment, ability and a hands-on approach are more important than experience of charity finance.

Interested candidates should write, enclosing their CV and details of current package, to Matthew Morris at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN. Fax 0171 831 6293. e-mail: matthewmorris@michaelpage.com. Please quote reference 449951. Mencap is committed to equal opportunities. Registered Charity No 222377.

Michael Page

FINANCE

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ATKEARNEY

UK Financial Controller

AT Kearney is a world leading multi-disciplined management consultancy with a presence in over 30 countries. Consistently strong growth has been achieved by developing long term relationships within an impressive client portfolio, whilst also aggressively exploring emerging markets.

W1

c £60,000 + Bonus + Car + Benefits

The role of UK Financial Controller plays a central part in the success of the UK office by being the key figure in all financial matters and will be expected to further develop the role in order to maximise profitability.

Reporting to the European Financial Controller in Düsseldorf and supporting the Managing Director in London, you will be the senior finance person in the UK.

Your varied brief will include:

- Leading a team of dedicated finance staff to comply with all statutory requirements for the UK and Asian operations liaising with auditors, fiscal and legal authorities.
- Cost, job and intercompany accounting.
- Liaising closely with unit heads and project controllers providing statistics and data to control work-in-progress on long term projects of up to £900 million.
- Provide in-depth commercial analytical support for future projects.

- Ongoing liaison with consultants, assessing project budgets and providing ad hoc information/support.

Suitable candidates will ideally be graduates qualified chartered accountants from a 'Big 5' background. You will have gained approximately five years commercial control experience, preferably leading a team in an international environment and be ready to take your career to the next stage as a platform for further development. Having the credibility to develop successful relationships and influence contacts across functions, both internally and externally, is paramount, as is an exceptional attention to detail and the ability to provide commercial support in an efficient, professional manner.

This is an outstanding opportunity for an ambitious business professional to join a highly respected global organisation.

Please send your CV to Neil Murphy at Michael Page Finance, 39-41 Parker Street, London WC2B 5LN, telephone 0171 269 2335 or, alternatively, fax 0171 242 1020. Ref 449977. www.michaelpage.com e-mail: neilmurphy@michaelpage.com

Michael Page

FINANCE

Australia • China • France • Germany • Hong Kong • Italy • Netherlands • New Zealand • Singapore • Spain • UK • USA

Pfizer

Financial Analysts

Progressive roles within a global pharmaceutical giant

Kent

£30-40,000

By basing success on discovering, developing and delivering innovation through its people and products, Pfizer has become a global market leader within the pharmaceutical industry. In addition, Fortune Magazine recently voted Pfizer the world's most admired company within the pharmaceutical and healthcare sector. Pfizer's current portfolio contains a number of the leading market brands. Their ability to turnaround research and develop investment into marketable products has resulted in the launch of 10 major pharmaceuticals in less than a decade. Growth in sales and net income have been dramatic and turnover now exceeds \$11 billion.

Based within Central Research, the Financial Analysts will be assigned to specific operationally focused business units. The purpose of the roles is to add value to the planning and reporting process in order to facilitate effective decision making for the product development life cycle.

Key priorities will also include:

- Ongoing enhancement of management information and Internal Oracle based MIS.

- Co-ordination and reporting on Capex forecasting with an emphasis on the cashflow for the whole of Central Research.

- To provide financial input and analysis to the development Portfolio Management Groups.
- Substantial involvement in the provision and improvement of project accounting systems throughout Central Research.

Due to the high profile nature of these roles, suitable candidates must possess gravitas and the ability to progress within the organisation.

In addition, successful candidates will be qualified accountants, with the inherent ability to understand commercial issues and appreciate the 'Big Picture'.

Interested candidates should send your CV including current remuneration details, quoting reference 438611 to Alistair Robinson at Michael Page Finance, Cygnet House, 45-47 High Street, Leatherhead, Surrey KT22 8AG. Fax: 01372 370101. www.michaelpage.com

Michael Page

FINANCE

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Jones Lang Wootton

European Financial Controller

Central London c£60,000 + bonus, car and benefits

Jones Lang Wootton is the premier international firm of Real Estate Advisers and Chartered Surveyors developing its business in increasingly global markets. It has some 70 offices worldwide, managed in three regions: Europe, Asia Pacific and North America. The European region accounts for nearly 50% of worldwide turnover with 36 offices in 16 countries.

The European Financial Controller will report to the European COO and will take executive responsibility for all financial planning, analysis, control, accounting, taxation and reporting for the firm's European offices. This will involve close liaison with the local management and with the European management team based in London.

To succeed, you will be a graduate qualified financial manager with around 5-7 years experience outside the profession, in a plc, ideally with an international service company. Certainly you will have had European statutory accounting responsibility, preferably with experience of US reporting. You will also be comfortable with IT and with implementing computer systems.

The successful candidate must be able to demonstrate:

- Proven ability to work in a matrix organisation - requiring good communications, interpersonal and influencing skills plus persuasion and diplomacy.
- Ambition, focus and drive.
- Resilience, toughness and ability to achieve change.

If you are interested in this position and meet the criteria, please send your Curriculum Vitae with current salary details, to Hilary Sears, A.T. Kearney Executive Search, Lansdowne House, Berkeley Square, London W1X 5DH.

Alternatively, fax your details on 0171 468 8004.

ATKEARNEY

GROUP FINANCIAL CONTROLLER

LEADING MOBILE COMMUNICATIONS ORGANISATION

M4 CORRIDOR

c.£65,000 + BENEFITS

Cellnet is a leading network provider of mobile communications services to the UK business and consumer markets. The company was established in 1985 by BT with joint shareholder Securicor.

• Turnover exceeds £1 billion with well over 3 million customers. This market is characterised by multiple tariffs, multiple service offerings and rapid developments in technology.

• This is a challenging opportunity to act in a pivotal role within the Cellnet Finance Group. In addition to reporting, budgeting, tax and treasury responsibilities, there will be significant scope to make a major commercial and strategic input to the development of the group.

• A graduate qualified accountant, with an established record of achievement at senior level in a quoted PLC environment, where finance actively contributes to broader commercial decisions. Must have a distinctly commercial outlook aligned to well honed technical accounting skills.

• Outgoing manner with excellent communication skills, capable of quickly gaining credibility, particularly with non-financial senior management. Energetic, resilient and good under pressure. Comfortable working in a relatively informal non-hierarchical and team orientated business environment.

• Able to contribute to the development of a strong 'best practice' finance function which supports rather than constrains exceptional business performance.

Please apply in writing quoting reference 1704 with full career and salary details to:
Kevin Bishop
Whitehead Selection
11 Hill Street, London W1X 8BB
Tel: 0171 250 2129. Fax: 0171 250 2085
www.whiteheadselection.co.uk



A division of Whitehead Mann Ltd
A Whitehead Mann Group PLC company

FINANCE DIRECTOR

Reading

starting salary c. £50,000

INTERVENTION BOARD

The Intervention Board is the Government Executive Agency responsible for administering the Common Agricultural Policy in the UK. It aims to provide a high quality service for its customers which also represents value for money for taxpayers. The post is based in Reading where our principal office is located. The Agency employs approximately 1,400 people.

We are looking for an exceptional individual to lead and motivate a large team and to manage a substantial running cost budget within our Finance Division. As a member of the Agency's top management team, you will take the lead in developing the organisation's financial and accounting strategy. You will also be responsible for:

- producing regular accounts
- ensuring the regularity and priority of expenditure
- representing the Agency at meetings with Ministers and Parliamentary committees
- implementing a new Resource Accounting and Budgeting system
- managing IT developments within Finance and Accounts.

Applications are invited from qualified accountants with senior financial management experience, including responsibility for reporting directly to board level on expenditure and accounts. A knowledge of resource based accounting would be an advantage and you should have experience of working with computerised integrated accounts systems in a high transaction environment.

This will be a permanent appointment for which a starting salary in the region of £50,000 is envisaged but more may be available for an exceptional candidate.

Excellent Civil Service benefits include generous holiday leave and a non-contributory pension scheme. For more details and an application form (to be returned by 28th September 1998), write to: Captain RAS, Innovation Court, New Street, Birmingham, B21 2JN, or telephone 01256 466551 (24 hours) or fax 01256 383786/383787. Internet: <http://www.intervention.co.uk> Please quote reference 93910.

An equal opportunity employer



CAPITA RAS

SEARCH & SELECTION

Finance Director

EXCITING FLOTATION OPPORTUNITY

£65,000 + Equity + Benefits

Midlands

Our client is an aggressive fast moving organisation involved in a dynamic area of IT services. Already financially successful they are now entering a period of intense growth that will culminate in a flotation in two years time. The senior management team has decided to further strengthen the existing board and recruit a highly capable Finance Director. Reporting to the Chief Executive your responsibilities will include:

- Formulating, implementing and enhancing financial controls and policies throughout the company.
- Advising management on plans for business building and development, implementing programmes for profit enhancement and financial management.

• Integral involvement in the company's acquisition programme from identification through to integration.

This is a challenging and demanding role which will require a pro-active individual with superior communication skills, a grasp of day-to-day management as well as the ability to make an impact at a strategic level. Candidates will be qualified with a minimum of seven years post qualification experience ideally gained within a fast moving, high-tech environment. You will display technical expertise, the necessary commercial focus with initiative and drive. This is an outstanding opportunity to join a fast growth, dynamic environment where the rewards are substantial, including attractive base salary and equity participation.

To apply, please send your CV with a cover letter, together with a recent photograph, to: Harvey Nash, 11 Hill Street, London W1X 8BB. Tel: 0171 250 2129. Fax: 0171 250 2085. Please quote reference 93910. For more details, visit our website: <http://www.harveynash.co.uk>

HARVEY NASH

FINANCE

150 من الامل

Head of Audit

City

c £75,000

Our client is a leading US based Global Custody and Investment Services provider which is a world leader in its market. Its success has been built upon a commitment to providing outstanding customer service, investing in the technology essential to remaining at the forefront of its marketplace, and above all, recruiting and developing the highest calibre staff.

As part of an increasing focus on commercial and strategic issues the audit function is undergoing a period of rapid change and development. A new Head of Audit for the London office is now sought to drive the function forward and deliver a value added service to the business.

Key responsibilities of the role will include:

- Working with the business to formulate and implement the company's audit programme.
- Promoting change and raising standards across the business area.
- Leading a professional audit team.

• Reviewing, evaluating and advising on the quality and effectiveness of systems, procedures and policies.

This is a key appointment requiring strong organisational skills, an inquisitive attitude and a positive, proactive approach to the identification and resolution of business risk issues.

Candidates should have substantial experience in line management or audit within a securities/ financial services environment. The successful applicant, probably a qualified accountant, will have the ability to partner effectively with business management and the skills to influence decision making at all levels within the organisation.

If you have the drive and determination to succeed in this role then please send your curriculum vitae, with current salary details to Sarah Hunt or Jason Oakley at Michael Page City, 50 Cannon Street, London EC4A 3DF. Fax 0171 329 3426 or you can telephone her on 0171 269 1846. e-mail: sarah.hunt@michaelpage.com www.michaelpage.com

Michael Page

CITY

London • New York • Paris • Amsterdam • Frankfurt • Milan • Madrid • Hong Kong • Singapore • Sydney



Manganese Bronze Holdings PLC

GROUP FINANCIAL CONTROLLER

In engineering, you've made an impact at divisional level.
Now make a strategic difference in a group-wide role.

£60k package + bonus + share options

With a turnover of £101.7 million, Manganese Bronze Holdings PLC is a UK-based engineering group with two core businesses - taxis and components. Last year our Vehicles Division (London Taxis International) launched the new TX1 London Taxi, sales of which recently reached record levels. The taxi is built at Coventry and is supported by a wide dealership network and a range of financial packages. Our Components Division produces metal powders and precision parts for the automotive and other industries from sites in Ipswich and the Midlands.

We are seeking to appoint an ambitious and dynamic accountant of exceptional calibre to the position of Group Financial Controller. This is an outstanding opportunity for a qualified professional who has already made a genuine impact within a substantial engineering company and is ready to move up from operational to group control level. Here your business acumen and experience will be valued both by corporate management and the operating company management teams with whom you will develop a close understanding and effective relationships. Your ability to identify threats and opportunities within the operating businesses and make a tangible difference to their strategy and profitability will be key.

Success will not be achieved from behind a head office desk but by observing and understanding the businesses at first hand, so regular site visits will be involved. The role will be based at the Group's Head Office in the City and relocation assistance will be available if appropriate.

If you have three to five years' industrial experience and the confidence and credibility to win the immediate trust and respect of the Board, here is your chance to fly high. If you are not good enough to be a PLC Finance Director in a few years time then we have chosen the wrong person. Your ambition must be allied to complete integrity, and your entrepreneurial instinct must be underpinned by strong technical financial skills.

In return, the superb prospects are matched by excellent rewards, with the salary, bonus and share options supported by a flexible package which can include a company car.

Please write with full career history including current remuneration to our consultant: Carol Howe, Howe International Recruitment, The World Business Centre, Newall Road, Heathrow, Middlesex TW6 2RJ. Tel: 0181 263 2704. Fax: 0181 263 2861.

FINANCIAL CONTROLLER

INTERNATIONAL MULTI-SITE SERVICE SECTOR

MIDLANDS

c.£55,000 + PACKAGE

• Division of a multi-billion global 1st tier supplier with a current turnover in excess of \$500 million and planned growth to more than \$1 billion. International market leader in sector with exciting expansion opportunities in Latin America, North America and Asia.

• Reporting to the Divisional Finance Director, this position has a highly operational focus with a broad responsibility for financial planning and control, finance policy, consolidating reporting, decision support and people development.

• Primary tasks are for setting key performance objectives and effective measurement; the implementation of best practice, finance processes and systems; the development and deployment of activity based accounting systems to support decision making; the appraisal and evaluation of major investment decisions, acquisitions and

divestments; and the development of an excellent international finance team to support future growth.

• Graduate and qualified accountants, with comprehensive understanding and significant track record of progression in a leading international blue-chip company. Broad experience in financial management and analysis and likely to have held a head of function role in a smaller business or large division.

• Strong commercial outlook with intellectual ability to manage multiple issues and forge cross-functional relationships in a matrix structure in the UK and overseas. Ability to act as an ambassador for corporate goals and values in a multi-cultural business. A proven leader and team builder with excellent interpersonal and presentation skills, able to gain credibility at senior level.

• This is a high profile role which will provide long term career opportunities to reward success.

Please apply in writing quoting reference 1699 with full career and salary details to:
Toby Lapsley-Norris
Whitehead Selection
4 The Courtyard, 787 Whitehead Road, Southall UB9 3DA
Tel: 0121 709 0909. Fax: 0121 709 0479
www.whiteheadselection.co.uk



A division of Whitehead Mann Ltd
A Whitehead Mann Group PLC company

Head of Internal Audit

Bank of Cyprus (London) Ltd

Central London

• The Bank of Cyprus (London) Ltd is the UK banking arm of the premier banking and financial institution in Cyprus. With headquarters in Central London, its business is segmented into Corporate, Personal and Private Banking, and employs around 200 staff. With its impressive growth and profit record, it consistently ranks highly amongst the foreign owned UK banks.

• Reporting to the UK General Manager, you will be responsible for implementation of an internal audit strategy based on a risk orientated review of all procedures and controls. Managing a small but highly motivated team, you will achieve improved economic and operational efficiencies. Because of the nature of the organisation, you will be exposed to broader management issues and, in line with the bank's policy of promoting from within, this role offers an exciting opportunity for personal achievement and real career advancement.

• Suitable applicants will be qualified chartered accountants with a minimum of 18 months post-qualification experience, either from a

professional firm of accountants, or from the audit function of a commercial organisation. Greek language skills are essential. Excellent communication skills, a positive management style and a genuine interest in the bank's customer base are pre-requisites.

• A competitive salary and a comprehensive package of banking benefits is offered.

To be considered for this role, please send your curriculum vitae with current salary details and an explanation of how your experience meets these requirements to Gemma Jenkin, Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Foster Lane, London EC4A 3DF. Tel: 0171 321 2867. Fax: 0171 321 1022 or e-mail: gjenkin@cc.ernstny.com

ERNST & YOUNG

The United Kingdom firm of Ernst & Young is a member of Ernst & Young International

PRICEWATERHOUSECOOPERS

EXECUTIVE SEARCH & SELECTION

FINANCIAL DIRECTOR

WEST LONDON

C. £50,000 PACKAGE

Our client is one of the largest independent security guarding companies in the United Kingdom and has, over many years, acquired an enviable reputation for achieving consistent service and operating standards. This is a unique opportunity for an experienced financial manager to play an influential role within an ever evolving organisation, actively pursuing considerable development and change.

Reporting to the Executive Chairman, you will in managing a small team assume total responsibility for the financial, accounting and administration functions. Active in instigating improved levels of financial awareness, control and discipline across the operations, you will also be required to provide an informed financial perspective on a broad range of business issues. Initial objectives will include the further development of management information and the advancement of management reporting essential to secure the key information to control and plan the commercial success of the organisation.

A graduate qualified accountant, you must be able to demonstrate the relevant level of technical skills, commercial maturity and vision to support the profitable growth and control of business activities. You must be capable of managing and developing the finance/accounting function in an effective and economic manner and be able to apply creative and practical solutions to ongoing and developing issues. A 'hands on' and enthusiastic individual, you must have the appropriate skills and personality necessary to succeed in this entrepreneurial environment.

Please send full personal and career details, including current remuneration level and daytime telephone number and quoting reference A5952 on both envelope and letter, in confidence to:

Adrian Edgell, PricewaterhouseCoopers,
Executive Search & Selection, Harman House,
1 George Street, Unbridge U88 1TQ

PRICEWATERHOUSECOOPERS

EXECUTIVE SEARCH & SELECTION

GROUP FINANCE DIRECTOR
HEALTHCARE PLC

NORTH WEST OR SOUTH COAST

SIX FIGURE PACKAGE PLUS OPTIONS

This is an exceptional opportunity to join the board of a fully quoted plc at a time when the company is embarking on rapid organic and acquisitive growth. It possesses excellent technology and full vertical integration in terms of design, development and manufacture. It works in partnership with many of the global healthcare market leaders.

Reporting to the chief executive, you will be expected to make a significant contribution to the financial and commercial development of the business. Functionally responsible for all aspects of financial, legal and information systems management, an immediate priority will be to review and strengthen the planning, budgetary and financial control systems within the group. You will also be expected to maintain close relationships with investors and other financial institutions, provide strategic and operational support to the chief executive and fellow directors and take a leading role in acquisition processes.

A graduate accountant, preferably with plc experience, you must have a broad range of strategic and hands-on operational skills, developed in a blue-chip, international manufacturing and marketing organisation. Experience of implementing management information systems in a manufacturing environment would be an advantage. Above all, you must have the drive, enthusiasm and influence to quickly make an impact. Remuneration will not be a limiting factor for the right individual.

Please send full personal and career details, including current remuneration and daytime telephone number, quoting reference P1474 to:

Peter Jones, PricewaterhouseCoopers,
Executive Search & Selection, Abacus Court,
6 Minshull Street, Manchester M1 3ED, or
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UK Controller

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Reporting to the US based European Controller, the appointee will be required to set-up the accounting procedures and appropriate IT infrastructure to support the business as it expands, working towards overall responsibility for the UK operations. As a senior member of the management team in Europe, this high profile role offers an exciting opportunity for personal achievement and real career advancement.

Suitable candidates will be well educated, qualified accountants with a working knowledge of US GAAP, with preferably some experience of managing a finance function, and including general management experience outside of finance. Excellent communication skills, a positive management style and a genuine excitement in the business are pre-requisites.

To be considered for this role, please send your curriculum vitae with current salary details and an explanation of how your experience meets the requirements to Gemma Jenkin, Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference GJ267. Tel 0171 931 2967. Fax 0171 931 1022 or e-mail: gjenkin@oc.ernstny.co.uk

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Please send your curriculum vitae together with an explanation of how you believe you meet the criteria for this position and details of current salary to Tim Hastings, quoting reference TH 289 at Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

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A book published this week argues that drug testing in the workplace is inevitable and necessary. It criticises the UK government for failing to tackle the issue in its recent white paper on drugs and forecasts that the testing of employees, which has become commonplace in the US, will soon become a dominant issue in the UK.

Patrick Dixon, the book's author, says governments are "scared" of using drug prevention programmes, including workplace testing, even though as many as 70 per cent of all drug users are in work. He argues that "employers should be able to choose to take action where staff are found to test

positive for drug use, if they work in situations where the health or safety of others could be compromised". He believes that drug testing could be combined with a drive against alcohol intoxication.

However, reluctant European governments may be to confront such issues, the US experience would suggest that it is time the implications of workplace drug testing are researched and debated before inappropriate legislation is enacted that does not fully consider civil liberties and the fairness and use of the tests.

Employee drug testing in the US has grown into a \$44m a year industry. By January 1998, says the book, some 81 per cent of large US companies were testing for drugs, covering 40 per cent of the workforce. Some 95 per cent of employers with workforces of more than 2,500 people had drugs policies and 91 per cent had drug testing programmes. Federal policy is to spread the use of testing into small businesses, which would

bring some 87 per cent of the workforce into the net.

Drink and drug problems are rife in some US industries. The US construction industry has reported substance abuse by up to one in four workers. One survey of 250 large and small companies found that one-third viewed drugs and alcohol as problems; and half of the companies said they would sack an employee on the spot if they were found to be under the influence of drugs or alcohol at work.

Testing, says Dr Dixon, has made significant inroads into preventing drug abuse, although one example given in the book perhaps says more about the creation of social problems by irresponsible employment policies than it does about abuses by employees. He quotes a plastics company in the mid-west where some staff took stimulants to keep awake when management increased the normal eight-hour shift to 12 hours in an attempt to raise production.

When the safety manager began to find powder residues and razor-cut marks on equipment he realised

that amphetamine addiction had become widespread. The company estimated that between 15 and 20 per cent of the workforce were taking drugs, often on the job, and began testing in line with a drugs education and prevention programme. Drug taking had fallen to "negligible levels" within a year, writes Dr Dixon.

He cites another example of a Wisconsin cardboard factory whose insurers became concerned about an unexpectedly high level of accident claims. The introduction of random drugs testing and education programmes reduced accident claims by 72 per cent the following year and led to an 80 per cent decrease in days lost because of injuries.

According to figures quoted by Manpower, the employment agency, SmithKline Beecham, which carried out some 5m drug tests among its US workforce last year, reported that 5 per cent tested positive for illegal substances, down from 5.8 per cent in 1996. Drug use has declined each year, says the company, since 1994 when 7.5 per cent of its US workers tested positive. Cocaine use, which had accounted for almost a quarter of all positive tests in 1996 had dropped to 16 per cent of positive tests in 1997, although marijuana use had increased.

The company has recently become worried about workers trying to cheat tests

by adding nitrates to their urine samples. Employee testing is spawning a flood of new products, some of which are designed for drug detecting and others which claim to produce negative test results. Advice is also appearing on the internet, including a "guide to passing a piss test". Company urine testers are referred to colloquially by civil liberties organisations as "bladder cops".

Dr Dixon quotes studies in the US that claim that substance abusers, including those with an alcohol problem, are a third less productive than other workers and are three times more likely to be late.

But US civil liberties groups make a distinction between those who use cannabis and those who drink, claiming that cannabis users have better absenteeism records than alcohol users.

The American Civil Liberties Union has accused US companies of wasting millions of dollars a year on urine testing. But few might oppose the safety argument for drug testing in transport. The US Department of Transport, for example, has the largest drug testing programme in the world, covering 8m workers. Those who test positive are referred for professional help.

While the case for the use of testing in transport may be compelling, it may be far less so for its routine adoption across all sectors.

Recent controversies over the use of drugs in sport have demonstrated that the issues are unclear. European governments will find it increasingly difficult to avoid the issue for much longer as US companies with a European presence seek to impose their drug testing policies more widely. Companies will need guidance.

Drug testing should only be introduced after a company has a written substance abuse policy, supervisory training, and employee education and assistance programmes.

The need to do something may well be driven by commercial pressures ahead of any government initiative. Some companies in the US have found themselves under pressure from insurers to introduce testing among employees. Dr Dixon expects such pressures to emerge in Europe. "Companies that don't test will go bust. Their insurance premiums will go through the roof," he says.

"Workplace drug testing is urgently needed and will be forced on employers for economic and safety reasons."

"The Truth About Drugs by Patrick Dixon, Hodder & Stoughton, £7.99. It is available from FT Bookshop by Ringier FreeCall 0500 500 633 (UK) or +44 181 324 5511 (outside the UK). Free p&p in UK."

richard.donkin@FT.com



WORKING BRIEFS

IoD to provide training and workshops for board directors

The UK's Institute of Directors has launched a new service to provide training, workshops and advice on the role of directors. The service can provide preparatory training for senior executives who are about to join a main or subsidiary board and specific training for existing directors. One area, for example, might be preparing for restructuring or a merger.

The service also offers induction courses for new directors and board appraisal, which can be particularly useful for a family business bringing in new shareholders or for those undertaking a management buy-out or buy-in. "The consultancy is a response to a growing number of requests for training and consultancy for boards and senior managers within their own company," says David McWilliam, the head of the new service. +44 171 766 8834/8837

Works councils

Companies seeking advice on how to organise European works councils

may benefit from lessons learned by those who have already established them, which are included in a new report from the UK's Involvement and Participation Association.

The study is based on interviews with management and employees in 28 companies who have already set up works councils. Most set them up during the UK opt-out from the European Union directive.

Rachel Sloan, the report's author, says that the best works councils have developed a clear policy on issues such as disclosure, appropriate levels of consultation and whether the council has any legitimacy in corporate decision-making. *European Works Councils: Moving Forward with Employee Consultation*, £10, +44 171 354 8040

Ageism advice

Ageism among recruiters is damaging the job prospects of older graduates, according to the Employers' Forum on Age and the Association of Graduate Careers Advisory Services. They have issued an advice sheet for mature graduates seeking work. Some graduates as young as 29, they say, have had problems getting a place on graduate entry schemes. Details: +44 1227 782285

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- graduate entrants into competitor institutions or strategy consulting firms, with 2-3 years' experience.

Additionally, at more experienced levels we seek:

- individuals with one of the above qualifications or backgrounds and an additional 2-3 years' transaction experience gained in a competitor institution.

All applicants should exhibit strong interpersonal skills, academic excellence, commercial acumen and an entrepreneurial spirit. Our expansion covers both UK and European transaction teams and for certain roles European languages will be advantageous. Successful candidates will join a meritocratic, team-orientated environment committed to individual development and long-term career planning.

marketing mind

Project Finance Officer

To assist in the delivery of a global strategy, Global Projects CB Division, SG London, now require a Project Finance Officer with knowledge of mining and other energy related industry sectors within the Former Soviet Union and all CIS countries. Required Degree in Financial and Commercial Banking, Work experience in Uzbekistan and Ukraine. Language skills essential for position: Russian, English (native/fluently), Uzbek, Kazakh, Turkish, Arabic (good working knowledge).

We can offer exciting career prospects and an attractive remuneration package that will reflect the skills and experience of the successful candidate. Package negotiable.

Candidates should apply in writing by 15 September 1998 enclosing a CV (including details of current salary and notice period) to Robert Potter Human Resources at SG, Exchange House, Primrose Street EC2A 2DD.

SG

Internationales Kreditinstitut

Unsere Auftraggeberin ist die Tochtergesellschaft einer namhaften, international ausgerichteten Geschäftsbank mit Sitz an einem Finanzplatz des EU-Bereiches. Im Rahmen einer zielgruppenorientierten Geschäftspolitik offeriert das Institut der überwiegend deutschsprachigen, vermögenden Privatkundschaft ein qualitativ und quantitativ hochwertiges Kapitalanlagespektrum.

Die Positionierung der Bank für das beginnende neue Jahrtausend hinsichtlich der kundenspezifischen Anforderungen an die Kapitalanlagemärkte für die Vermögensdispositionen machen eine grundlegende Neuorientierung dieses Geschäftsbereiches erforderlich. Die Bank ist daher daran interessiert, einen hochqualifizierten unternehmerisch denkenden und handelnden Fachmann für das vorhandene, bewährte Team als neuen Mitarbeiter zu gewinnen, um ihn mit der Position

Leiter Privatkundenabteilung

- Vermögensdispositionen der gehobenen Privatkundschaft - zu betrauen.

Adäquate Interessenten sollten weitgehend über folgende Attribute bzw. Voraussetzungen verfügen: Fundierte Bank- bzw. wirtschaftswissenschaftliche Ausbildung; Befähigung zu einer überzeugenden Mitarbeiterführung; mehrjährige, leitende Erfahrung im Vermögensmanagement; eingehende Kenntnisse der internationalen Kapitalmärkte und deren Produkte und Instrumentarien zur Entwicklung von Anlagestrategien für eine anspruchsvolle Kundschaft; analytisches Denkvermögen; Akquisition- und Verhandlungsgeschick; Beherrschung der englischen Sprache; weitere Fremdsprachenkenntnisse sind vorteilhaft, jedoch nicht Bedingung; sicheres und überzeugendes Auftreten gegenüber Kunden und Geschäftspartnern.

Der neue Stelleninhaber wird der hohen Bedeutung der Position entsprechend mit allen notwendigen Kompetenzen ausgestattet und interessant honoriert.

Zur Vorbereitung eines persönlichen Gedankenaustausches übersenden Sie uns bitte Ihre kompletten Bewerbungsunterlagen. Selbstverständlich stehen wir Ihnen vorab für ein fernmündliches Gespräch unter dem unten angegebenen Telefonanschlus zur Verfügung. Absolute Diskretion sowie die Einhaltung von Sperrvermerken sichern wir Ihnen zu.

H.-G. HENRICH

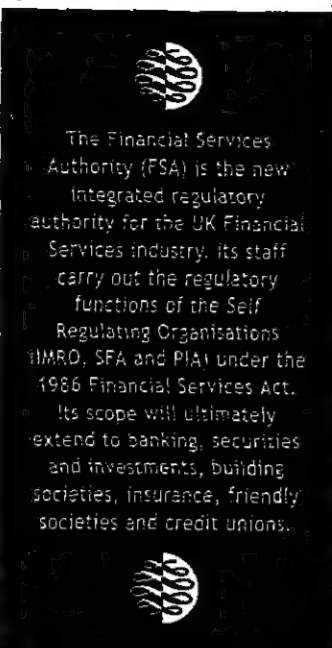
Unternehmens- und Personalberatung

GESELLSCHAFT FÜR UNTERNEHMENSENTWICKLUNG UND WIRTSCHAFTSFÖRDERUNG

Normannenplatz 2, 81925 München, Tel. +49/89/91 62 02, Fax +49/89/92 40 16 44

München - Frankfurt - New York

Become a Key Figure at the Nerve Centre of the Pensions Review



Associates: Policy and Standards Department, Pensions Review Division

The Pensions Review is of major significance for consumers throughout the country. Its unprecedented scale in regulatory terms also makes it a very major project for the FSA, and it is at the cutting edge of consumer protection.

You have an opportunity to play a key part in the Review - and to learn about many aspects of the FSA's work - by joining the Policy and Standards Department. This small team acts as the focal point for review strategy, co-ordination, public relations and technical standards. The current public debate on provision for old age and appropriate longer-term pension policy also makes it a particularly interesting time to work in this part of the FSA.

As an Associate, your focus will be on policy work for the ongoing priority review as well as the implementation of the recently announced Phase 2. This will involve ensuring consistent standards whilst finding pragmatic and fair solutions to difficult technical or practical problems. You will

liaise with the industry, The Investors Compensation Scheme and a wide range of other interested bodies. You will also be responsible for ensuring the FSA delivers an effective consumer awareness campaign.

We are looking to appoint people with experience of policy formation, problem solving, strategic thinking, and business regulation. A good working knowledge of pensions would also be an advantage. The ability to communicate effectively to a variety of audiences is important, as is a capacity to think about issues from all perspectives.

To put yourself at the very heart of the Pensions Review, please telephone 0171 269 6204 for an application form, quoting W171.

Closing date for receipt of application forms: 23rd September 1998.



Financial Services Authority

MANAGER ASSET MANAGEMENT DIVISION

Middle East Excellent Package

Our client, a leading financial institution in the Gulf area, seeks a dynamic and talented individual to manage the Asset Management Division.

The asset management division is growing at an impressive rate. The division manages substantial funds predominantly in unit trusts. This position presents a rare opportunity to make a real impression on the development of a high-profile division of the business.

Based in the Gulf area, your responsibilities will include:

- to manage and develop the overall strategy of the division including product and manager selection;
- to build and manage relationships with investment managers and service providers;
- to coordinate the marketing activities of private, corporate and retail bankers at the Bank;
- to prepare management reports including profitability analysis and performance benchmarking.

The successful applicant will be a graduate in finance, economics or marketing and will have 4-5 years experience within the industry, probably in mutual funds or unit trusts. A committed team-player with outstanding verbal and written communication skills you will be rewarded with an excellent remuneration and benefits package.

In the first instance, please contact, in complete confidence, Andrew Somerville or Matthew Blagg on +44 (0) 171 344 4281. Alternatively, please send your full CV, including the details of your current remuneration, to HW Harrison Willis International, Cardinal House, 39-40 Albemarle Street, London W1X 4ND, UK. Fax: +44 (0) 171 344 0364. E-mail: andrew.somerville@hwgroup.com Internet: www.hwgroup.com



Commodity Trading Support

a broad-based role managing a team dedicated to excellence

The importance of ensuring that the support function is as professional as the traders are profitable is nowhere more in evidence than in our clients oil business, the largest sector in a varied commodity company.

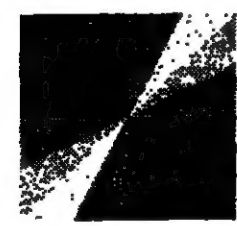
The role encompasses a range of responsibilities covering close cooperation with the traders in position-taking, P & L calculations, management information systems review and crucially, Risk exposure.

Ideal candidates will have a sound background in trading support, a good understanding of accounting principles (not necessarily backed by a paper qualification) and demonstrable experience of market risk exposure. Whilst exposure to oil trading would be particularly attractive it is not an absolute.

Flexible, intellectually strong, commercially aggressive and a good common sense approach are amongst the traits required.

Career prospects are first-class and the benefits package is flexible enough to appeal to the best.

Please send full career details to Simon Hughes or Malcolm Lawson at Exchange Consulting Group, 13 St. Swithin's Lane, London EC4N 8AL. Telephone 0171 929 2283. Fax 0171 929 2285. It is our strictly held ethic that no CV is forwarded to the client without the express agreement of the candidate.



EXCHANGE Consulting Group
SEARCH AND SELECTION



Base Metals Trader

to bring physical trading skills to an expanding derivatives area

Morgan Stanley Dean Witter are pre-eminent in commodities trading and risk management. As part of our continuing growth there is an intention to expand within the Base Metals area by making a key appointment.

There are high levels of commitment to this position and candidates must demonstrate equally strong dedication in addition to technical trading skills of the highest order. Five years' trading experience within physical base metals is seen as the absolute minimum and we will be particularly interested in candidates with experience and understanding of derivative products.

Marketing and communication skills are essential as is a pro-active ideas-based approach; the successful development of the business will rest on the strengths and individual flair of this crucial appointment coupled with his or her ability to work closely with a small close-knit team.

Career prospects are unrivalled for the right candidate and the remuneration package geared to attractive bonus elements should appeal to high calibre candidates.

Please send full career details to our retained consultants, Tricia Calhoun or Francesco Marzulli at Exchange Consulting Group, 13 St. Swithin's Lane, London EC4N 8AL. Tel 0171 929 2283. Fax 0171 929 2285. Any CVs sent direct will be referred to them.

MORGAN STANLEY DEAN WITTER



CENTRAL BANK OF THE UAE

CHALLENGING AND PRESTIGIOUS CAREER POSITIONS
UAE BASED (DUBAI OR ABU DHABI) EXCELLENT REMUNERATION PACKAGE

Our Institution is the Monetary Authority in the UAE with overall responsibility for directing the monetary and banking policy and supervision over its implementation in accordance with the State general policy and in such ways to help support the national economy and stability of the currency.

Central Bank of the UAE is now seeking to employ qualified professionals to help in achieving its mandate and to secure the required expertise and know-how to enhance existing local talents.

BANK SUPERVISORS

- The Bank Supervisor will be responsible for managing certain financial analysis activities including financial statements, portfolios and for developing performance standards for conducting investigations.
- The ideal candidate will be a qualified accountant (ACA, CPA), and/or a member of the institute of banking with extensive experience in banking and financial institutions. The individual should be aged between and possess excellent analytical financial and communication skills.

BANK EXAMINERS

- The main duties of the Bank Examiner will be to carry out field inspection to ensure compliance with rules and regulations by the banks operating in the country.
- The ideal candidate, should have a proven track record in bank inspection at a major bank audit firm, and should be a qualified accountant preferably ACA/CPA.

BANK EXAMINERS OF INVESTMENT PRODUCTS

- The Bank Examiner of Investment Products will be responsible for field inspection of bank dealing rooms, investment companies, money changes, and all business entities involved in investment, marketable securities, foreign exchange and derivatives business.
- The ideal candidate should have at least five years' experience on managing investment, marketable securities, foreign exchange plus having good knowledge about derivatives.

INVESTMENT ANALYSTS

- The Investment Analyst will be responsible for managing investment in treasury deposits, government securities, other marketable securities, and foreign exchange.
- The ideal candidate should have at least five years' experience on managing investment in fairly active organisations, banking and financial institutions.

Interested candidates should forward their CV together with recent photo before end of September 1998 to Mr. Salim Al-Adab, Manager Personnel Division - PO Box 854 Abu Dhabi: Fax No.: (971-2-665978).

Response will be sent to all applicants with date and place of the interview for the selected ones.

New Season - New Start

Credit Analysts In Top US Investment Houses

£30-60k + package
The expansion of business has left our leading US house with requirements for 1st class individuals in the area of credit analysis. Analysing Corporate/ELV and contemporary sector world portfolios, the successful candidates must have:

- 1st class academics from a recognised leading institution.
- Up to 3 years quality experience preferably with financial training from a recognised bank.
- A knowledge of credit issues coupled with an appetite to succeed in an environment of uncertainty.

In a rapidly expanding market, the time is now right to make the move into a potential career rewarding role. Our clients are at the leading edge, a position where I am sure you would like to be.

Contact Lee Humphrey

Quants, Risk and Entry Level

£35-80k basic + bonus
Last week had some catastrophic results for some people. Share prices tumbling and markets in turmoil. What does this say to you? Doom and gloom with the raging panics over your future, or maybe you are the ilk for whom there are never problems, only opportunities. If it is the latter, our clients, a European and American investment house would be interested to hear from you.

- To be considered you will have two of the following:
- Strong Quantitative PhD in Maths/Physics/Engineering.
- Strong IT skills in C++, VBA, Excel.
- At least 1-2 years experience as a quant in any area.

This is now a time for re-generation and growth. Are you ready for the exciting challenges ahead? Have your CV to hand.

Contact Alex Babic

UK Investment House

£35-70k + bonus
The summer slow-down is over and a new challenge awaits. Do you want the prestige of working for an investment bank that is consistently at the top of the UK league tables? Do you want constant deal flow, supported by excellent client relationships? Our client, a leading UK investment house is seeking corporate financiers at both Executive and Senior Executive level.

- Potential candidates will have:
- A minimum of 18 months corporate finance experience.
- Outstanding academics and a professional qualification (ACA, LLB, MBA).
- The ability to thrive under pressure and the drive to succeed.
- At senior level a sector specialism is an advantage, in particular telecoms, consumer products or financial institutions.

This opportunity rewards the best candidates with early responsibility, clear career progression, and good financial remuneration.

Contact Kathryn Thornton

US Bank

£60 + bonus and benefits
Our client is a global US investment bank which provides high level advisory services. Renowned for granting autonomy at Associate level, this role represents a coveted opportunity to get involved in high profile transactions through all stages of the deal life cycle.

- Our client demands:
- A background in M&A of at least 2 years from a quality institution.
- An outstanding academic background and a professional qualification (ACA, LLB, MBA).
- A second language would be advantageous.

This opportunity would suit a Corporate Financier who seeks the opportunity to increase their profile with the security of a high-calibre deal flow. This opportunity secures a position with a brand-name house that is assured of a prominent part in the market regeneration of the new millennium.

Contact Amanda Lott

BADENOCH & CLARK
recruitment specialists

16-18 New Bridge Street, London EC4V 6AU
Tel: 0171 583 0073 Fax: 0171 353 3908

PROJECT FINANCE TEAM LEADER

Tax free compensation plus generous ex-patriate benefits MIDDLE EAST

Our client is one of the Gulf's most significant institutional investors and has one of the most successful Project and Trade Finance groups in the region. As a consequence, it has been involved in many high profile projects across the Middle East. Due to the continued success of the business there is currently the requirement to hire a team leader who will manage one of the project finance teams, consisting of a small (2-3) high performing and high calibre group of individuals. The role will be a combination of business originator, leader and coach.

The Position

- Source and negotiate project finance deals across a region.
- Manage, coach and develop the team.
- Negotiate and organise syndicated loans.
- Prepare analyses of credit and cash flows.
- Liaise and work with the appropriate divisions within the institution.

The Requirements

- Extensive project finance experience gained within a leading project finance bank.
- Experience of managing and leading a team.
- Strong commercial skills.
- PC literate.
- The successful candidate will also combine the following qualities: strong intellect, energy, focus, team playing and open-minded attitude.

Please send your CV with current salary details to: Metin Mitchell, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref: 902/CM4.

Alternatively send by fax on 0171-312 3380 or by e-mail to kfs-london@kornferry.com Internet Home Page: http://www.kfselection.com

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL